

Human capital management for sustainable agribusiness from the perspective of the securities

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Abstract

One element that has a greater impact on the strategic plan of an organization's human is the capital so their management becomes crucial for organizations. In this research the human capital management sustainability-oriented agribusiness (; SAGARPA, 2012 ILO, FAO, IUF, 2007) is addressed. It is based on the Estrada Monroy and Ramirez (2005) authors; Garcia (2008); Pirson and Lawrence (2009) Research takes the importance of values and their implications to work (Shalom, 1999) and sustainability (UNESCO, 2014; Florea, Cheung and Herndon, 2012) and organizational culture Schein (1996 2004) and the process of change (Cameron, KS and Quinn, RE, 2006). The methodology used is qualitative using case study and main findings, we mention that the management of human capital from the time of joining the company, ensures the consistency of objectives and values with organizational, impacting on the sustainability of agribusiness.

Human capital, sustainability, agribusiness.

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Introduction

Small and medium businesses show sustained serious difficulties in the market due to constant changes in the environment in which they operate; therefore it becomes essential to seek and implement strategies to not only survive, but to obtain yields that facilitate them to continue their normal operations. One resource that has the greatest impact on the business plans of the companies is human capital, so it is necessary to properly manage it.

In the agribusiness labor faces a series of adverse working conditions: they require a great physical effort, usually live below the poverty line, away from the workplace, are employed individually or the whole family, in unsanitary conditions, and environmental and safety are the least likely to access effective forms of security and social protection (ILO, FAO, IUF, 2007).

Resolve the current situation of this sector regarding human capital implies profound changes in thinking (Estrada Monroy and Ramirez, 2005), it must return to the basics, it is necessary to question the understanding of how we see ourselves as human beings and how we build that understanding based organizations (Pirson and Lawrence, 2009). In this sense the change of organizational culture is the key to successful implementation of the main strategies for improvement (Cameron, KS and Quinn, 2006, p. 11 and 12), for without an alternation of individual or organizational basis The change will remain superficial and short-lived (Quinn, 1996 quoted in Cameron, KS and Quinn, 2006, p. 11 and 12). To properly manage human capital, it strengthens what is a competitive advantage and fosters improved organizational climate (ADEC, 2009).

Values and organizational culture

A more humane organizational culture that is founded on values that appeal to the humanity of the employees, it is more valuable in the long run than one that is based on values such as competitiveness or contingent innovation, not because they are unimportant, but because away of the natural aspirations of man, these strategies of competitiveness and innovation and participation are relevant, whether they are connected with their aspirations and values (Alvarado and Monroy, 2013).

The values have been associated with the club, when personal and organizational values are not aligned, higher levels of dissatisfaction and stress (Posner, 2012) are given place, it is then that the alignment between the values related to the welfare influences health in human capital, contributing to the Corporate Social Sustainability, being one of its health indicators (Dyllick and Hockerts, 2002; Baumgartner and Ebner, 2010).

Organizational culture plays a role in achieving motivation, since the difference or discrepancy between one of the personal and organizational values suppress motivation (Posner, 2012), motivation is one of the internal indicators of Corporate Social Sustainability (Dyllick and Hockerts, 2002; Baumgartner and Ebner, 2010), to achieve not just treat employees rewarding way, which in the short term is effective, but in the long run is insufficient, so the values are taken as lasting factors (Florea, Cheung and Herndon, 2012) serving time at the beginning of Sustainability (Brundtland, 1987 cited in Florea et al. 2012). The International Labour Organisation (2014) mentions that the promotion of dialogue and collective bargaining are drivers of productivity and good business practices contribute to have a place of sustainable and responsible work.

Socially Sustainable company seeks increased employee loyalty and business partners (Dyllick and Hockerts, 2002), culture and beliefs are implicit shared meanings, which reinforce the commitment (Hofstede, 1997 Alvarado said Monroy, 2013), values such as responsibility and solidarity promote ownership and streamline the organizational culture deploying affective attitudes that reinforce the unity, cooperation, friendship, commitment and respect (Alvarado and Monroy, 2013) and matching values, create identity among workers and so the organization can be the basis for greater commitment. (Ashforth and Mael, 1989 cited in Alvarado and Monroy, 2013) contributing to employee loyalty.

A separation between the social and the economic is strategically untenable (Nicholls, 2006, p.24 quoted in Pirson and Lawrence, 2009), the universal ambition of humanism multiple targets supposed to be integrated and harmonized as stated Pirson and Lawrence (2009) values are closely related to employee behavior and that underlie and guide many personal behavior and work (Florea, Cheung and Herndon, 2012) and its alignment with the organizational culture leads to positive work attitudes and organizational results (Posner, 2012), since the behavior of employees have financial consequences for the performance, productivity and even the workers themselves (Casio, 2006).

Methodology

The case study method that Wacheux (1996) is a spatial and temporal analysis of a complex phenomenon by conditions, events, actors and implications was used for this investigation. The case study can describe reality so it was considered important to analyze agribusiness in the municipality of Guasave, Sinaloa, how human capital is managed, from the perspective of values and their influence on sustainability.

For this was used as an instrument unstructured interview the board of directors, head and middle managers. Additionally, it was supplemented with documentary information collected and no participant observation notes.

Results

The studied company is constituted as a society of rural production oriented to the domestic market and export to the United States; dedicated to the production of potatoes, corn, beans and tomatillo, mainly; according to the stratification of enterprises of the Ministry of Economy it ranks as medium enterprises, has a senior at fifty years in the market in which it has evolved a moral person physical person.

The manager has a bachelor's degree like all middle managers; the company has a lean organizational structure and has no temporary workers despite the seasonality of production, so it is the same staff that provides services in Sinaloa, Sonora and Baja California, which are states in which planting. It promotes the quality of life of employees, families, investors and suppliers, combat corruption practices and fosters respect for human rights; so for this and other actions has been recognized for two years as a socially responsible company Distinctive (ESR) in Mexico is awarded by the Mexican Center for Philanthropy (CEMEFI).

In their view points to be a company formed with people of integrity and experience and professional development mission opportunities for the team of collaborators. The number one informant says that initially is more common sense used today but well-trained and skilled in the use of technology professionals combine knowledge. Human capital is for the company a competitive advantage in the training courses offered by providers on best practices, environmental protection.

Use of products, demonstration plots prey; no use of child labor is done, pregnant women do not work in the field.

The informant says that the number two technical staff is trained to handle chemicals, processes tending to not pollute the environment, is produced and used for organic fertilizing soil conservation, compost is produced, water use is optimized by New mechanized means of irrigation systems and focus on the production of healthy food. The leaders do not skimp on investing to train staff so that they have a high degree of specialization.

It seeks to raise the level of worker satisfaction making them participants in each of the decisions made to strengthen the organization; looking from the time of hire, the business objectives are aligned with personal and there is coincidence with the values and organizational culture. Human resources department whose main objective is to hire the right people according to the analysis of the place of origin, values, habits, motivations, personal goals, knowledge of their family life project, professional profile, skills, attitudes, competencies are created, among others.

It has a training program in which even involved the members of the board, who point out the need to return to the classrooms, updating, investing in cutting-edge knowledge and that cannot be left behind and stress the importance of leading by the example.

All behaviors of staff must be aligned with the Code of Ethics and Code of Conduct; respect, honesty, teamwork, communication, continuous improvement and commitment to the community for social, economic and environmental improvement in the region where the values are highlighted.

The code of ethics includes anti-corruption practices and is signed not only by employees but by suppliers and customers in order to strengthen the value chain. The company promotes shared by the organization and its employees through dynamic communication flow values.

In the future are displayed as a company committed to its stakeholders, focusing his market in older people, providing practical products, the company run by people who do not necessarily belong to the family but must share its values, objectives and goals; all well aware of the changing environment and anticipating, as far as possible on the impact they may have on the company, without fear of competitiveness and as a world-class company independent of location.

Conclusions

After analyzing the information gathered through documents, interviews, observation can rescue as major contributions of this work to the study of corporate sustainability are, first, an approach to the reality of agribusiness in the region Guasave, Sinaloa. Which shows that proper management of human capital is constituted as a competitive advantage (ADEC, 2009); and improves the welfare of employees.

Second, values-centered management contributing to social sustainability by increasing motivation, health and loyalty of employees to the extent that personal and organizational values are aligned and whose focus on values, contributing to the creation financial value of the company; have a flow chart which not only authority but also the values shared by the company and its employees.

The main limitation of this research is the difficulty of generalizing the results by the fact that a case study; however, it gives us insight into the particular phenomenon which provides important information about how human capital is managed.

Another contribution is that, contrary to the characteristics of agribusiness indicated by different authors in relation to little or no academic training of administrators, it was found that both the ruling and middle managers have undergraduate or related standard.

From the findings and contributions of the work we can conclude that the human capital management contributes to improving the sustainability of the companies in the agricultural industry but also impacts productivity, improving organizational climate, the commitment not only by employees but by all stakeholders (suppliers, customers, community, and shareholders), the permeability of shared values and job satisfaction.

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