

Estudio de habilidades directivas en el desempeño de un corporativo aduanal

Study of managerial skills in the performance of Corporate Customs

Estudo de competências de gestão na execução de uma das empresas costumes

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Resumen

El objetivo del presente trabajo es identificar las habilidades humanas directivas importantes y el desempeño laboral de los gerentes de operación en un corporativo aduanal. El material y métodos utilizados para ello fueron el enfoque cuantitativo, la investigación descriptiva, el test de MOSS, el cuestionario de personalidad situacional (CPS) y la evaluación de desempeño. La población estuvo conformada por nueve gerentes de operaciones de las diferentes sucursales pertenecientes al corporativo aduanal en México. El análisis de la información se realizó con base en estadística descriptiva utilizando software IBM SPSS Statistic versión 20. Asimismo, la acción de evaluar correspondió a los directivos a partir de los métodos de: observación, lista de cotejo, entrevistas con los colaboradores del gerente, evidencias presentadas por cada gerente (reportes, correos,

quejas) a lo largo del periodo e incorporación de un coevaluador (director general y gerente de desarrollo humano). En los resultados se presentaron habilidades significativas con puntuación baja: autoconcepto, habilidad de supervisión y capacidad de decisión en las relaciones humanas. Con respecto a la evaluación de desempeño, 67 % de los gerentes tuvo un desempeño regular y 33 % uno bueno. En conclusión, se constata que el conocimiento y desarrollo de las habilidades humanas son de suma importancia para los gerentes, sin embargo, ello no implica que el puesto asegure propiciar el óptimo desarrollo de dichas habilidades. La mayoría de los ejecutivos en esta empresa se mostraron más orientados hacia el manejo de rasgos intrínsecos, como el autocontrol y la capacidad para adaptarse, incrementando su habilidad en la conducción y manejo del grupo bajo su mando.

Palabras clave: habilidades directivas, desempeño, gerentes.

Abstract

Objective. To identify the human significant leading skills and the work performance in the Operation Managers in a Corporate Customs Office. **Material and methods.** The approach is quantitative, the research is descriptive, the instruments applied are the MOSS test, the CPS questionnaire and the performance evaluation. The population is composed of 9 Operation Managers in the different branches that belong to the Corporate Customs Office in Mexico. The analysis of the information was made based on the descriptive statistics using an IBM SPSS software Statistic Version 20. Additionally, the evaluation corresponded to the managers using the methods of: observation, checklist, interviews with the Manager's collaborators, evidence submitted by each manager (reports, e-mails, complaints) throughout the period and the incorporation of a co-evaluator (general manager and HR manager). **Results.** They show significant skills with a low score such as: self concept, supervision skills and decision making in human relationships. Regarding the performance evaluation the results were that 67% of the managers had a regular performance and 33% a good performance. **Conclusions.** It is confirmed that the knowledge and development of human skills is of paramount importance for managers, nonetheless, this does not imply that the position ensures to promote an optimal development of such skills. Most of the executives in this company seem to be more

oriented towards the development of internal features such as self control and adaptation capacity, being more skillful conducting and handling the groups that report to them.

Key words: directing skills, performance, managers.

Resumo

O objetivo deste estudo é identificar as directivas importantes habilidades humanas e desempenho no trabalho dos gestores que operam em um costumes corporativos. O material e métodos utilizados para esta fosse a abordagem quantitativa, a pesquisa descritiva, MOSS teste, questionário situacional personalidade (CPS) e avaliação de desempenho. A população foi composta por nove gerentes de operações de diferentes ramos empresariais pertencentes aos costumes no México. análise Informa-ción foi realizada com base em descrip-tiva estatística usando o IBM SPSS versão do software 20. acção Estatística também correspondeu avaliar gerentes de métodos: observação, lista de verificação, entrevistas com colaboradores gerente, evidências apresentadas por cada gestor (relatórios, e-mail, queixas) ao longo do período e incorporação de um coevaluador (gerente geral e gerente de desenvolvimento humano). auto-conceito, monitoramento habilidade e tomada de decisão nas relações humanas: resultados significativos nas habilidades de baixa pontuação foram apresentados. No que diz respeito à avaliação de desempenho, 67% dos gerentes teve um desempenho regular e 33% bom. Em conclusão, verificou-se que o conhecimento e desenvolvimento de habilidades humanas são importantes para os gestores, no entanto, isso não significa que a posição propiciar garantir o melhor desenvolvimento dessas habilidades. A maioria dos executivos da empresa foram mais orientada recursos de gerenciamento intrínseca, tais como auto-controle e capacidade de se adaptar, aumentando suas habilidades de condução e grupo de gestão sob seu comando.

Palavras-chave: competências de gestão, desempenho, gerentes.

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Introduction

Today, the managers within an organization are fundamental elements for compliance and achievement of objectives. Their skills represent an invaluable advantage in relation to other organizations. It is of utmost importance that the managers have the skills and knowledge required for the optimal development of their functions; these skills include cognitive, human and technical directives, the latter essential for the success of the organization since they mainly consist of the effective interaction with their staff. If the manager gets a relationship in which to interact and cooperate with his subordinates will achieve high productivity and satisfaction, in other words, will meet the goals of the organization. Organizations stand out and develop according to their efficacy and efficiency, which is reflected in the achievement of the goals; all this is mainly achieved through the proper performance of their staff, but also through policies, development programmes and changes that organizations establish with the purpose of obtaining benefits at all levels.

Ferrer and Clemenza (2006) refer that the organizations are currently in continuous changes that force them to adapt to compete, in the international market as well as in domestic markets. In this situation, organizations should act beyond the traditional management systems. Furthermore, Aburto and Bonales (2011) indicate that Mexico is immersed in the global competitive process, where the formation and development of the managerial skills of staff coordination and control of both public and private sector, are essential to achieve the objectives that each organization within its sphere of competence. It is important that persons who occupy positions in management or addresses have adequately developed management skills.

However, reality shows that exercising a management position are more plaintiff than it seems. As a result, Bonifaz (2012) says that senior management or the management of the company is responsible for routing and guide everyone toward the achievement of the strategic objectives that will lead to success; However, in this context If the person does not have sufficient skills to deal with any situation, the desired goals will not be achieved. There are also companies where the lack of skills does not favor the proper performance of the workers.

There is a similar problem in the corporate customs where this study was conducted, since in accordance with the initial interview, the human development manager from the institution said that there is non-compliance with certain managers due to their lack of leadership. This has to do not only with standards demanded by the technical aspects of the activities but also with the skills involved in decision-making, as leadership, self-control and communication-related skills, for example, social intelligence and effective listening. As a result appropriate strategies must be implemented for the training and development of relevant human skills in managerial positions, in order to make the interaction and work more effective.

The question is:

What are the most important directives human skills and job performance of managers operating in a corporate customs?

Organizations today are changing, challenging and competitive due to globalization, opening new markets, economic growth, acquisitions, new management systems, free trade treaties, among others. According to Naranjo (2012), problems arise due to lack of capacity and ability of current management to deal with the consequences that the transition from a local and protectionist economy to a free and globalized market. According to Gomez (2006), current managers must develop skills, disciplines and knowledge to enable them to take their teams to the top, positioning in the major sites with quality, achieving results and establishing a true organizational change.

In this sense, the development of human skills in management is essential so that they can work efficiently with peers and subordinates, both individually and in groups; it is also the basis of its function as it encourages the active participation of subordinates (Jimenez, 2000). Such skills are expected to respond to the direction of preserving the environment, in this case the organization, avoiding promote destructive behaviors that hinder the growth of both the organization and staff (Corral, 2012). Note that the commitment to develop management skills and optimizes performance management is a competitive advantage capable of leading business improvement processes in organizations (Pereda, Lopez and Gonzalez, 2014). Hence the importance of improving job performance and human

management skills of corporate customs in Mexico, since they allow to stimulate and promote the means to develop such skills.

Since the early twentieth century has been speculated the basic functions of managers, for example, Henri Fayol considered five, which then reduced to four: plan, organize, direct and control (Robbins and Judge, 2009).

Furthermore, Münch and Garcia (2010) define each of the functions as follows:

- 1) Planning: "the determination of objectives and choice of courses of action to achieve them, based on research and development of a detailed scheme that will be carried out in the future";
- 2) Organization: "the establishment of the necessary structure for the rational systematization of resources by determining hierarchies, layout, correlation and clustering of activities, in order to perform and simplify the functions of the social group";
- 3) Address: "the implementation of plans according to the organizational structure, through the guidance of the efforts of the social group through motivation, communication and supervision" and
- 4) Control "evaluation and performance measurement plans, in order to detect and predict deviations, to establish the necessary corrective measures."

It is noteworthy that for the purposes of this research, the management concept of management skills was considered in the same way that the managerial skills; Ruiz (2013) journalist defines it as: "directives or managerial skills are the differentiating point between managers who simply ordered and those running the administrative processes and who, thanks to their attitudes, positive actions and motivations toward work and to his subordinates, they contribute to the welfare of their working community and the organizational climate of their companies. " For his part, Garcia (2013) defines the concept of managerial skills as that related to the skills that a person has or develops for the position of an organization or activity within it. In this way those characteristics related to management skills develop optimally to individual and organizational achievement. There are different classifications of directives or managerial skills, depending on the author.

Arburto and Bonales (2011, in Chiavenato, 2007) consider that there are skills that require the acquisition of skills to have adequate performance in practice. The following table shows the types of skills and scope:

Habilidades	Alcance
Técnicas	Desarrollar tareas específicas.
Interpersonales	Se refiere a la habilidad para trabajar en un grupo, con espíritu de colaboración, cortesía y cooperación, para resolver las necesidades de otras personas e incluso para obtener objetivos comunes.
Sociales	Son las acciones de uno con los demás y los demás con uno. Es donde se da el intercambio y la conveniencia humana.
Académicas	Capacidad y habilidad para hacer análisis, comparación, contratación, evaluación, juicio o crítica.
De innovación	Invención, descubrimiento, suposición, formulación de hipótesis y teorización.
Prácticas	Aplicación, empleo e implementación (hábito).
Físicas	Auto eficiencia, flexibilidad, salud.
De pensamiento	Aprender a pensar y generar conocimiento.
Directivas	Saber dirigir, coordinar equipos de trabajo.
De liderazgo	Guiar, impulsar, motivar al equipo hacia un bien común.
Empresariales	Emprender una nueva idea, proyecto, idea o negocio.

Management skills: determining the organizational climate. Research and Science (Arburto y Bonales 2011, en Chiavenato, 2007).

The above table shows the main skills that should be developed for better performance management.

Below mentioned in detail the human management skills that are needed in the role of a leader. It is not a simple task to define human abilities because they are highly linked with many psychological processes and therefore do not have a specific character. Nuns, Balbina et al. (2000) note that there is a great terminological dispersion, as evidenced by the following terms: social skills, social interaction skills, skills for interaction, interpersonal

skills, interpersonal skills, skills for interpersonal relationships, social skills, skills social exchange, interactive behavior, interpersonal behavior, interpersonal relationships, socio-interactive, social exchanges, among others behavior.

Meanwhile, Robbins and Judge (2013) mention that human or interpersonal skills are those that work to understand, motivate, support and communicate with others, both in a group and individual level. If we start from the premise that managers achieve their objectives through people, they must have good people skills. According to Madrigal (2009), human or social skills are the actions of one with the other and the other one, that is, it is the exchange arising from human society. These are not a feature of personality, but rather a series of learned and acquired behaviors. When a manager understands and has human skills he is able to execute conduct exchanges with favorable results for both him and his subordinates. The author mentioned lists a series of human abilities, among which emotional intelligence, leadership, communication, negotiation, delegation, the attitude to change, self-esteem and time management, excelling among all emotional intelligence. The overall objective is to identify significant human skills and job performance directives in operation managers in a corporate customs.

Method

The type of study addresses a descriptive research type, which for Hernandez et al. (2010) seeks to specify properties, characteristics and important features of any phenomenon analyze and describe trends of a group or population. The population is made up of nine operations managers of different corporate branches belonging to customs in Mexico. The inclusion criteria are:

- Being active corporate customs worker.
- Currently perform the operations manager position in various corporate branches.

Exclusion criteria

- Do not hold the post of operations manager.
- Those operations managers who were absent or did not respond accepted assessment tools.

And as study variables:

Variable 1. Management skills Human: human management skills are the differentiating point between managers who simply ordered and those running the administrative processes and who, thanks to their attitudes, actions and positive motivations towards work and towards their subordinates, contribute the welfare of their working community and the organizational climate of their companies (Ruiz, 2013).

Variable 2. Job performance: the level of performance achieved by the employee in achieving the goals within the organization at a given time (Araujo y Guerra, 2007).

Operational definition of variables

Variables	Dimensiones	Instrumentos
Habilidades directivas humanas	Estabilidad emocional	Cuestionario de personalidad situacional (CPS)
	Auto-concepto	
	Confianza en sí mismo	
	Sociabilidad	
	Ajuste social	
	Tolerancia	
	Inteligencia social	
	Liderazgo	
	Habilidad en supervisión	Test de Moss
	Capacidad de decisión en las relaciones humanas	
	Capacidad de evaluación de problemas interpersonales	
	Habilidad para establecer relaciones interpersonales	
	Sentido común y tacto en las relaciones interpersonales	
Desempeño laboral	Proactividad	Evaluación de desempeño gerencial
	Comunicación efectiva	
	Cantidad errores	
	Quejas de clientes	
	Adecuado cumplimiento de actividades	

Source: Made by myself.

The data collection instruments Moss for the test, which consists of 30 questions and is intended to assess the degree to which a person adapts to different social situations, considering the following dimensions:

1. Ability monitoring
2. Decision-making capacity in human relations
3. Ability to evaluate interpersonal problems
4. Ability to establish interpersonal relationships
5. Common sense and tact in interpersonal relationships

In turn, these dimensions are evaluated quantitatively based on the total score for the subject scope; this is the percentile ranking suitable for later assign a percentage and graph the final result. A higher percentage in each dimension, the subject shall possess greater control over the interpersonal skill. Moreover, the questionnaire test Situational Personality (CPS), according to Fernandez, Mielgo and Sanchez (2011), is an assessment instrument of personality that part of a behavioral approach and takes into account the characteristics of the person and their interaction with specific situations, plus it is particularly suitable for evaluation in work contexts. It consists of 15 variables of personality: emotional stability, anxiety, self-concept, effectiveness, self-confidence, independence, dominance, cognitive control, sociability, social adjustment, aggression, tolerance, social intelligence, integrity and leadership. The authors also mention that this instrument incorporates measures of validity of the responses. They have been developed for sincere and selection situation situation. The CPS is presented as an alternative measure of personality developed in Spain, originally typified with Spanish samples. It consists of 233 true-false items type and is short and easy application. For data analysis results only eight CPS scales were used, which include emotional stability, self-concept, self-confidence, sociability, social adjustment, tolerance, social intelligence and leadership; same that were selected so as to include the factors of personal management skills to evaluate. The assessment of managerial performance was in charge of an instrument incorporating assess 5 dimensions: proactivity, effective communication, number of errors, customer complaints and proper fulfillment of tasks; The instrument consists of a list of associated activities grouped in categories for each of the dimensions, and includes a Likert scale of 5 levels, by which the effectiveness is determined that performs each of the activities; then averages each dimension are used to

define the overall performance of the manager. The action of evaluating corresponds to the managers, who from observation methods, checklist, interviews with employees of the manager, evidence presented by each manager (reports, mail, complaints) over the period and incorporation of a coevaluador (general manager and manager of human development) determine the extent to which the manager meets their activities to solve the instrument.

Results

The results obtained based on the instruments used are described, the first section provides a description grosso modo identity data and the results of tests situational personality questionnaire (CPS) and the test de Moss.

Tabla 1.1: Datos de identidad de los gerentes del corporativo

Tabla 1.1.-Datos de identidad			
		No. de gerentes	Frecuencia
Género	Femenino	5	56 %
	Masculino	4	44 %
Edad	30 – 35 años	1	11 %
	36 – 40 años	5	56 %
	41 – 45 años	2	22 %
	46 – 50 años	1	11 %
Sucursal (Región)	Región noroeste	1	11 %
	Región noreste	2	22 %
	Región oeste	1	11 %
	Región este	3	33 %
	Región centro-norte	1	11 %
	Región centro-sur	1	11 %
	Región suroeste	0	0 %
	Región sureste	0	0 %

According to the data identity table, you can see that 56% of managers are women and 44% are men. The most common age (56%) ranges from 36-40 years, with 22% after 41-45 years range and finally with 11% age ranges of 30-35 and 46-50 years. In the region this is 33% of managers toiling in the northeast region and 22%.

Table 1.2.- Test situational personality questionnaire (CPS)

CPS			
	Dx	No. de gerentes	Frecuencia
Estabilidad emocional	Muy bajo	2	22 %
	Bajo	0	0 %
	Medio	6	67 %
	Alto	1	11 %
	Muy alto	0	0 %
Auto concepto	Muy bajo	1	11 %
	Bajo	3	33 %
	Medio	2	22 %
	Alto	2	22 %
	Muy alto	1	11 %
Confianza en sí mismo	Muy bajo	2	22 %
	Bajo	2	22 %
	Medio	4	44 %
	Alto	1	11 %
	Muy alto	0	0 %
Sociabilidad	Muy bajo	0	0 %
	Bajo	2	22 %
	Medio	5	56 %
	Alto	2	22 %
	Muy alto	0	0 %
Ajuste social	Muy bajo	0	0 %
	Bajo	3	33 %
	Medio	6	67 %
	Alto	0	0 %
	Muy alto	0	0 %
Tolerancia	Muy bajo	0	0 %
	Bajo	1	11 %
	Medio	6	67 %
	Alto	2	22 %

	Muy alto	0	0 %
Inteligencia social	Muy bajo	2	22 %
	Bajo	1	11 %
	Medio	3	33 %
	Alto	1	11 %
	Muy alto	2	22 %
		Muy bajo	0
Liderazgo	Bajo	1	11 %
	Medio	4	44 %
	Alto	2	22 %
	Muy alto	2	22 %
		Muy bajo	0
Puntuación Promedio	Bajo	3	33 %
	Medio	5	56 %
	Alto	1	11 %
	Muy alto	0	0 %
		TOTAL	9

Table 1.2: Test situational personality questionnaire (CPS).

In the test CPS scales shown above they were evaluated. As for "emotional stability", the average dx was the most frequent with 67%, followed by very low dx with 22% and 11% higher. In "concept car", 33% of managers received dx low, 22% had an average diagnosis and another 22% scored high. Both very low dx as expressed very high frequency of 11%. In the area of "self-confidence", the most frequently (44%) had dx means, while the very low and low diagnosis frequency had 22% respectively, followed by 11% with high diagnostic. According to the "sociability" dx it was average for 56%, 22% for the low, 22% for high. In the field of "social adjustment", obtained dx medium with 67% while the remaining 33% obtained a low dx. On the other hand, in the area of "tolerance" dx most often it was medium with 67%, followed by a high dx with 22% and under 11%. Moreover, in "social intelligence" dx most frequently it was medium with 33%, while for very low and

very high DXS a frequency of 22% and 11% of managers said he obtained a low diagnostic. Within the area of leadership, most often dx was average 44%, followed by 22% with high diagnostic and high respectively and 11% for low dx. Finally, the average score 56% of managers had dx average, 33% had a low diagnostic and the lower frequency of 11% expressed a high average.

Test MOSS

MOSS			
	Dx	No. de gerentes	Frecuencia
Habilidad de supervisión	Deficiente	0	0 %
	Inferior	0	0 %
	Medio inferior	4	44 %
	Medio medio	3	33 %
	Medio superior	1	11 %
	Superior	1	11 %
	Muy superior	0	0 %
Capacidad de decisión en las relaciones humanas	Deficiente	0	0 %
	Inferior	0	0 %
	Medio inferior	5	56 %
	Medio medio	3	33 %
	Medio superior	1	11 %
	Superior	0	0 %
	Muy superior	0	0 %
Capacidad de evaluación de problemas interpersonales	Deficiente	0	0 %
	Inferior	0	0 %
	Medio inferior	1	11 %
	Medio medio	1	11 %
	Medio superior	3	33 %
	Superior	2	22 %
	Muy superior	2	22 %
Habilidad para	Deficiente	0	0 %
	Inferior	0	0 %

establecer relaciones interpersonales	Medio inferior	2	22 %
	Medio medio	4	44 %
	Medio superior	2	22 %
	Superior	0	0 %
	Muy superior	1	11 %
Sentido común y tacto en las relaciones interpersonales	Deficiente	0	0 %
	Inferior	3	33 %
	Medio inferior	1	11 %
	Medio medio	4	44 %
	Medio superior	0	0 %
	Superior	1	11 %
	Muy superior	0	0 %
Puntuación general	Deficiente	0	0 %
	Inferior	1	11 %
	Medio Inferior	1	11 %
	Medio Medio	5	56 %
	Medio superior	0	0 %
	Superior	2	22 %
	Muy superior	0	2 %
	Total	9	100 %

Table 1.3: Test MOSS.

According to the results of the MOSS test, the following was observed: in the area of "skill supervision" most managers obtained dx lower medium with 44%, followed by a mean average dx with 33%, while with the lower frequency of 11% and higher the average dx presented. Moreover, in the "decisiveness in human relations" the most frequently dx 56% was the lower half, followed by a mean average dx with 33% and finally a higher average dx with 11%. In the category of "capacity assessment interpersonal problems" his dx was superior medium, with a percentage of 33%, the superior and very superior dx expressed 22% while the average middle diagnostics and lower half were presented with 11% frequency respectively. In the "ability to establish interpersonal relationships" most managers showed with dx Half (44%), followed by the lower average dx and upper medium with 22% respectively, finally diagnosed less frequently was the very higher

(11%). Within the area of "common sense and tact in interpersonal relationships", 44% of middle managers had average dx, dx 33% had lower average 11% lower and 11% higher dx. Finally, the overall score obtained by the managers was dx medium medium with 56%, being the presented most often, followed by 22% higher dx and finally to the lower and lower middle dx 11% frequency was identified.

Performance evaluation

Desempeño gerencial en frecuencia		
Tipo de desempeño	Número de gerentes	Frecuencia
Menor	0	0
Regular	6	67 %
Bueno	3	33 %
Muy Bueno	0	0
Excelente	0	0
TOTAL	9	100 %

Table 1.4: Evaluation of job performance.

With respect to performance evaluation by the customs agency in the period studied, nine managers in different branches of Mexico the following results were obtained: 67% had a regular performance and 33% a good performance.

Results

According to the results obtained in applying the test of MOSS, the questionnaire situational personality (CPS) and performance evaluation conducted by the customs agency in Mexico to operations managers noted that significant human management skills with proper development which have operations managers are: emotional stability, self-confidence, sociability, social adjustment, social intelligence, tolerance, leadership and interpersonal problems assessment.

However, they showed significant development with inadequate skills, such as self-concept, skill monitoring and decision making in human relations.

Conclusions

According to information obtained from the results of implementing the instruments (test of MOSS and CPS), significant human skills with appropriate development that have operations managers to function occupationally, are: emotional stability, self-confidence, sociability, social adjustment, social intelligence, tolerance, leadership and interpersonal problems assessment. Moreover, managers with higher job performance showed weakness in the capacity of decision in human relations. Thus it can be seen that the knowledge and development of human skills are important for managers, however, this does not mean that the position ensure optimal promote development of these skills. There have been numerous investigations on human management skills and job performance, however, only mention those that focus on issues addressed in this investigation. In the first instance are vital human management skills; Whetten and Cameron (2011) emphasize that are essential for improving work performance on a human level: self-concept, tolerance for ambiguity, attitude towards change and decision making, among others, allowing an effective personal development. These authors believe that increase and improve adequate job performance, concluding that if the manager does not present an appropriate compliance in human skills, their performance is inadequate and unfavorable. With respect to the results obtained in this research, significant human management skills with appropriate development managers more performance, are: emotional stability, sociability, social adjustment, tolerance, social intelligence and assessment of interpersonal problems, however, They show weaknesses in the decision-making capacity in human relations. Indeed, Frias Sanchez and Ucrós (2009) concluded in an investigation that managers have managerial skills associated with self-esteem, communication, participation, performance and leadership. While Hernandez (2010) in his research entitled "Executive Profile according to their managerial skills and intellectual skills" sought to identify what competencies and skills that favor the success of executive level employees are. For this he used the instrument of the "Assessment of management effectiveness" (MAP for its acronym in English) with the aim of identifying managerial competencies and skills in a group of executives from a parastatal in Mexico. Subscales whose average have higher scores are those concerning: clear and sensible thinking, decision-making and risk weighting, setting goals and objectives, planning and programming of work, correction and advice, and obtain specific information, thus showing

that most executives in the company are oriented towards the task to people, rather than imposing negotiate or reach agreements between themselves and their partners. In contrast, managers of the customs agency with highest score they did in: emotional stability, self-confidence, sociability, social adjustment, social intelligence, tolerance, leadership and evaluation of interpersonal problems, thus showing that most are oriented management and internal aspects such as self-adaptability, making them better able to lead groups.

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