

**Incidencia de la cultura de calidad y la gestión de calidad en el  
desempeño organizacional de las empresas manufactureras del  
Norte de Santander**

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**RESUMEN**

El contexto empresarial se ha destacado por la creciente dinámica de la competencia y la fuerte necesidad de diferenciación sostenible, ha llevado a que en estos entornos volátiles la calidad organizacional se posicione como un elemento estratégico para el logro del éxito organizacional. En este contexto, la Cultura de Calidad (CC) y la Gestión de Calidad (GC) surgen como factores determinantes para mejorar el Desempeño Organizacional (DO).

Lo anteriormente mencionado, llevado a entornos como el sector manufacturero del departamento de Norte de Santander, suele ser de gran preocupación, puesto que esto lleva a que las empresas ubicadas en este departamento deban enfrentar algunos desafíos propios de su entorno, que van en deficiencias en procesos internos hasta dificultades en cuanto a certificaciones de calidad, lo cual llega a influir en aspectos que impactan en la capacidad competitiva de estos en el mercado. Es por ello que esta investigación toma a analizar la incidencia de la CC en el DO, considerando el papel mediador de la GC.

Tomando en cuenta el objeto de esta investigación, se optó por un enfoque cuantitativo y explicativo, el cual se fundamenta en tres artículos científicos publicados en revistas indexadas, cuya metodología empleada incluyó el análisis bibliométrico, revisiones sistemáticas de literatura y modelación con ecuaciones estructurales (SEM), este método estadístico permitió llevar a prueba los vínculos de causalidad hipotetizadas entre las variables, estimando tanto los efectos directos como los indirectos del modelo.

Asimismo, para el análisis de datos se realizó una encuesta tipo likert, la cual fue aplicada a 204 colaboradores y 16 empresas manufactureras ubicadas en el departamento de Norte de Santander, que a su vez fueron apoyados con información secundaria obtenida de la Superintendencia de Sociedades, cuyos resultados fueron posteriormente analizados. Cabe mencionar que, estos instrumentos brindaron información importante de CC y GC, siendo esto posible debido a que este instrumento fue validado por medio de pruebas estadísticas que abarcaban elementos importantes como la confiabilidad y la validez de su estructura.

Los resultados de este modelo de ecuaciones estructurales reafirman la hipótesis central de la tesis, cuyo grado de significancia estadística pone en contexto que la CC, tiene incidencia positiva en lo que concierne al desempeño organizacional en las empresas. Asimismo, esto tiene un efecto directo, el cual es que la mentalidad de calidad, el compromiso del empleado y el enfoque hacia los colaboradores tienen de manera intrínseca una influencia en cuanto al rendimiento organizacional.

Por otra parte, la GC aparece como un elemento estratégico que en entornos donde la CC no genera un aporte positivo, dado que este propicia la motivación y el impulso necesario para de manera efectiva los procesos, herramientas y sistemas propios de la Gestión de Calidad. Esta metodología tuvo un impacto tanto en el desempeño operativo como financiero.

Finalmente, el principal aporte de esta tesis propone un modelo teórico que articula las relaciones entre CC, GC y DO. Este modelo busca enriquecer el corpus de conocimiento en la literatura de lo que es calidad total, a través de un marco metodológico que puede ser replicado y adaptado en estudios futuros centrados en sectores con desafíos similares en otras economías emergentes de América Latina. En cuanto hallazgo, otorga recomendaciones dirigidas a líderes empresariales y a los diseñadores de políticas públicas, siendo posible mediante el fortalecimiento del liderazgo, la calidad y el compromiso de promover la responsabilidad de la gerencia como eje de CC.

Otra de las recomendaciones es la capacidad inversión y el empoderamiento del personal para consolidar una cultura de procesos, lo anterior a fin de formalizar la gestión de la calidad, siendo esto posible mediante la consolidación y formalización de los procesos de gestión de calidad, haciendo todo lo antes dicho un aspecto clave para superar las limitaciones estructurales regionales y cimentar las bases para una competitividad empresarial sostenible a largo plazo.

**Palabras clave:** cultura de calidad, gestión de calidad, manufactura, desempeño organizacional.

## ABSTRACT

The business context has been marked by the growing dynamics of competition and the strong need for sustainable differentiation, which has led to organizational quality being positioned as a strategic element for achieving organizational success in these volatile environments. In this context, Quality Culture (QC) and Quality Management (QM) emerge as determining factors for improving Organizational Performance (OP).

The aforementioned, when applied to environments such as the manufacturing sector in the department of Norte de Santander, is often a major concern, as it means that companies located in this department must face some challenges inherent to their environment, ranging from deficiencies in internal processes to difficulties regarding quality certifications, which ultimately influences aspects that impact their competitive capacity in the market. This is why this research aims to analyze the incidence of QC on OP, considering the mediating role of QM.

Taking into account the objective of this research, a quantitative and explanatory approach was chosen, which is based on three scientific articles published in indexed journals. The methodology used included bibliometric analysis, systematic literature reviews, and Structural Equation Modeling (SEM). This statistical method allowed testing the hypothesized causal links between the variables, estimating both the direct and indirect effects of the model.

Likewise, for data analysis, a Likert-type survey was conducted, which was applied to 204 collaborators and 16 manufacturing companies located in the department of Norte de Santander. This was further supported by secondary information obtained from the Superintendencia de Sociedades (Superintendence of Corporations), and the results were subsequently analyzed. It is worth mentioning that these instruments provided important information on QC and QM, which was possible because the instrument was validated through statistical tests that covered important elements such as reliability and the validity of its structure.

The results of this structural equation model reaffirm the central hypothesis of the thesis, whose degree of statistical significance puts into context that QC has a positive incidence on organizational performance in companies. Furthermore, this has a direct effect, which is that quality mindset, employee commitment, and the focus on collaborators intrinsically influence organizational performance.

On the other hand, QM appears as a strategic element in environments where QC does not generate a positive contribution, since it promotes the necessary motivation and impulse to effectively carry out the processes, tools, and systems inherent to Quality Management. This methodology had an impact on both operational and financial performance.

Finally, the main contribution of this thesis proposes a theoretical model that articulates the relationships between QC, QM, and OP. This model seeks to enrich the body of knowledge in the Total Quality literature through a methodological framework that can be replicated and adapted in future studies focused on sectors with similar challenges in other emerging economies of Latin America. As a finding, it provides recommendations directed at business leaders and public policy designers, made possible by strengthening leadership, quality, and the commitment to promote management responsibility as the core of QC.

Another recommendation is the capacity for investment and the empowerment of personnel to consolidate a process culture. This is done to formalize quality management, which is possible through the consolidation and formalization of quality management processes, making everything previously mentioned a key aspect for overcoming regional structural limitations and laying the foundations for sustainable long-term business competitiveness.

**Key Words:** quality culture, quality management, manufacturing, organizational performance.

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