

Análisis de indicadores de calidad de las pymes en el municipio de Valle de Chalco

Analysis of quality indicators of SMEs in the Municipality of Valle de Chalco

*Análise de indicadores de qualidade de PMEs no município de Valle de
Chalco*

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Resumen

El papel que juegan las pequeñas y medianas empresas (pymes) en la economía de los países es importante debido a que son una de las principales fuentes de generación de empleos, de ahí que sea esencial examinar su estado de desarrollo para planear su crecimiento. Por este motivo, el objetivo del presente trabajo fue analizar cuatro de los indicadores asociados a la calidad empresarial de las pymes, es decir, tecnología, motivación, recursos humanos y capacitación. Para ello, se aplicó un cuestionario a 10 propietarios de pymes ubicadas en la

colonia María Isabel del municipio Valle de Chalco, Estado de México. Los resultados muestran que la mayoría de los encuestados no llevan a cabo ninguna planeación estratégica ni implementan mejoras para aumentar su calidad. En general, las empresas consideran que no es importante el uso de la tecnología, de ahí que sigan llevando su control administrativo y financiero de forma manual, a pesar de que cuentan con algunos dispositivos electrónicos, como computadoras. Asimismo, la mayoría de estos pequeños empresarios no toman en cuenta la capacitación de sus empleados y no se preocupan por contratarlos según un perfil determinado. Finalmente, los participantes consideran que el sueldo es uno de los primordiales estímulos para mantener al empleado motivado, por lo que se deja de lado la satisfacción por el trabajo y los cursos de capacitación.

Palabras clave: administración de empresas, calidad, capacitación, empresa, motivación, tecnología.

Abstract

The role played by small and medium-sized enterprises (SMEs) in the economy of countries is important because they are one of the main sources of job creation, hence it is essential to examine their state of development in order to plan their growth. For this reason, the objective of this paper was to analyze four of the indicators associated with the business quality of SMEs, i.e. technology, motivation, human resources and training. To this end, a questionnaire was applied to 10 owners of SMEs located in the María Isabel colony in the municipality of Valle de Chalco, State of Mexico. The results show that the majority of respondents do not carry out any strategic planning or implement improvements to increase their quality. In general, companies consider that the use of technology is not important, hence they continue to carry out their administrative and financial control manually, even though they have some electronic devices, such as computers. Also, most of these small entrepreneurs do not take into account the training of their employees and do not worry about hiring them according to a certain profile. Finally, the participants consider that salary is one of the main stimuli to keep the employee motivated, so that job satisfaction and training courses are left aside.

Keywords: business administration, quality, training, company, motivation, technology.

Resumo



O papel das pequenas e médias empresas (PMEs) na economia dos países é importante porque elas são uma das principais fontes de geração de empregos, portanto, é essencial examinar seu estado de desenvolvimento para planejar seu crescimento. Por essa razão, o objetivo deste trabalho foi analisar quatro indicadores associados à qualidade de negócios das PMEs, ou seja, tecnologia, motivação, recursos humanos e treinamento. Para tanto, foi aplicado um questionário a 10 proprietários de PME localizados na colônia María Isabel do município de Valle de Chalco, Estado do México. Os resultados mostram que a maioria dos entrevistados não realiza nenhum planejamento estratégico ou implementa melhorias para aumentar sua qualidade. Em geral, as empresas consideram que o uso de tecnologia não é importante, portanto continuam a assumir o controle administrativo e financeiro manualmente, apesar de possuírem alguns dispositivos eletrônicos, como computadores. Além disso, a maioria desses pequenos empreendedores não leva em consideração o treinamento de seus funcionários e não se preocupa em contratá-los de acordo com um perfil específico. Por fim, os participantes consideram que o salário é um dos principais estímulos para manter o funcionário motivado, o que deixa de lado a satisfação pelo trabalho e pelos treinamentos.

Palavras-chave: administração de empresas, qualidade, treinamento, empresa, motivação, tecnologia.

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Introduction

Small and medium-sized enterprises (SMEs) are essential organizations not only to boost the economic and social development of a given population, but also to prevent the migration of people to locations that offer a greater number of employment opportunities. The reality, however, shows that this type of business generally does not exceed one year of existence, which prevents them from fulfilling the role that the federal government assigns them in the business development plan of the National Entrepreneur Institute (Chafino, 18). October 2018).

For this reason, this paper analyzes those capabilities that could promote the competitiveness of SMEs, for which it is necessary to know their quality indicators, a

decisive element to offer recommendations that allow improving any of their processes or activities.

Indeed, quality, as observed in the concepts of various authors grouped in Table 1, is linked to the satisfaction that the client obtains with both the product purchased and the service received, which depends to a large extent on the activities made by the employees of the company, as well as the motivation, technology and the ability of employers to impact efficiently in the workplace.

Tabla 1. Conceptos de calidad

Autor	Características
Ishikawa Kaoru (1988)	Es desarrollar, diseñar, manufacturar y mantener un producto de calidad que sea el más económico, útil y siempre satisfactorio para el consumidor.
Deming E. W. (1989)	Grado predecible de uniformidad y fiabilidad a un bajo costo que se ajusta a las necesidades del mercado.
Crosby Philip (1989)	Es entregar a los clientes y a los compañeros de trabajos productos y servicios sin defectos y hacerlo a tiempo.
Juran J. M. (1993)	Conjunto de características que satisfacen las necesidades de los clientes.
Feigenbaum (1971-1994)	Es un sistema eficaz para integrar los esfuerzos de mejora de la gestión, de los distintos grupos de la organización para proporcionar productos y servicios a niveles que permitan la satisfacción del cliente.
Norma ISO 9000:2005	Grado en el que un conjunto de características inherentes cumple con los requisitos.

Fuente: Elaboración propia con base en Fragas (2013)

Now, in the specific case of SMEs, Medina (2012) and Luna (2013) present some of their main characteristics:

- They have the capacity to generate jobs.

- The capital is provided by one or two people who establish a "partnership".
- The owners themselves direct the running of the company, so its administration is empirical.
- The number of employees in the business ranges from 16 to 250 people.
- They use machinery and technological equipment, although they are mainly based on craft work, so they do not focus so much on trained human capital.
- They dominate and supply a wider market, which could be local, regional, national or foreign.
- They are in the process of growth. Small business tends to be medium, with aspirations to be big.
- They obtain some fiscal advantages on the part of the State, which at times considers them to be minor causes, depending on their sales and profits.
- Its size is small or medium in relation to the other companies that operate in the field.
- Promote national economic development.
- They can not participate with more than 25% of the share capital and contribute more than 95% of the countries' exports (Aguilar y Martínez, 2013).

As you can see, SMEs have different characteristics that differentiate them from large companies; In the first place, they are organizations that generate most of the jobs in the countries, which is why they are one of the main engines of the economy. Likewise, its capital is relatively small (contributed by one or two people), they have a considerably reduced number of employees and they have a great ability to adapt to the markets (Mercado and Palmerín, 2007).

However, it is also worth noting that these companies find it difficult to boost their growth through the use of technology, which limits their possibilities to improve their production processes, be more competitive and optimize the training of their workforce (Ávila, 2014). These obstacles differentiate SMEs from large companies, which adopt as a quality policy training, motivation and updating of personnel, as well as profit margins, business culture, technology, among other vital factors to enhance commercial success

In effect, a worker who feels motivated with their activities generates a sense of belonging to the company and develops in the best way in their work environment (García, Ochoa, Fernández, Félix and Campoy, 2015). Regarding capitation, this variable transcends simple training or instruction (Qian, Li and Zhou, 2008), since it includes the possibility for

employees to interact and be trained in other regions and countries, although this does not always result economically possible for the owner (Serna and Delgado, 2007), can definitely make a difference to a company, since a well-trained employee can make better decisions. The training also serves to enhance innovation and the productive use of technology, which favors their processes and their levels of competitiveness compared to other companies (Estrada, García and Sánchez, 2009). The biggest problem, however, is that these changes are being postponed not because of lack of capital, but because of resistance to change (Pedraza, Sánchez y García, 2006).

Likewise, the selection and hiring process of the personnel must be considered, a determining task of the human resources department, since in this way it will be possible to have the person with the appropriate profile in the indicated position (Aguilar and Martínez, 2013), a key factor to increase competitiveness in companies (Lope, Reyna and Hernández, 2013).

Analyzing the previous information, it can be said that technology, motivation, training and efficient management of personnel are relevant elements to optimize the operation of SMEs, hence the importance of this study, which has focused on knowing those skills related to technology, motivation, human resources and training that could boost the success of small businesses in the eastern region of the State of Mexico.

Referential framework

The technology

There are five keys to implement technology in companies and make them more competitive, as shown in table 2.

Tabla 2. Claves para implementar la tecnología en las pymes

Clave	Características
Querer cambiar	En primer lugar, hay que darse cuenta de que la tecnología no es una moda, de ahí que no se deba implementar por obligación.
No convertir la tecnología en un rompecabezas	Cualquier implementación de <i>software</i> no es asunto exclusivo del departamento de sistemas, sino que debe involucrar a toda la organización para tomar las mejores decisiones.
Aprender de la experiencia extranjera	Es necesario analizar la experiencia de otras empresas, pero se debe prever que la solución implementada por los demás no necesariamente podría servir en todos los contextos.

Concebir a la tecnología como una herramienta accesible	Es necesario no tener miedo de la tecnología.
Afrontar las crisis	No se debe pensar que la tecnología es un gasto, sino una inversión.

Fuente: Elaboración propia con base en Arteaga (31 de octubre de 2013)

As can be seen in table 2, the first step that an SME must take is to conceive technological change as a possibility to improve and to invest in better results, for which the entire company must be involved. Some of the technological tools that can be considered to be implemented in an SME are shown in Table 3.

Tabla 3. Tecnologías que están impulsando el crecimiento de las pymes

Tecnología	Características
PayU	Plataforma que ayuda a agilizar los procesos de pago en línea de manera fácil y segura. Esta herramienta facilita el acceso al universo de usuarios, quienes pueden efectuar pagos desde la Web, dispositivos móviles, redes sociales y correos electrónicos.
Shopify	Trasladar el negocio al mundo digital es sencillo gracias a esta plataforma, la cual permite crear una tienda <i>online</i> manteniendo toda la esencia de la marca.
Alegria	Es el <i>software</i> para administración y facturación en la nube que está ayudando a los pequeños negocios a crecer. Con Alegria se pueden crear facturas, llevar gastos, controlar bancos e inventarios y generar reportes inteligentes que contribuyen a tomar mejores decisiones.
Google Analytics	Medir el flujo de visitas de un negocio <i>online</i> es clave para evaluar acciones de ventas y definir estrategias que impulsen su crecimiento. Al respecto, se debe tener en cuenta que los clientes potenciales no solo están en el mundo <i>offline</i> , pues estos también dedican mucho tiempo a la navegación en Internet. Por ello, con Google Analytics se puede identificar el canal mediante el cual los usuarios conocieron una marca, su ubicación, el tiempo que permanecieron interactuando con el sitio web, qué productos les generó mayor interés, qué porcentaje de visitas fueron, etc.
Redes sociales	Los expertos en mercadotecnia recomiendan enfocarse en una sola red social, pues estar en todas no es productivo para el negocio. Esto significa que si la pyme pertenece a la categoría de consumo masivo, Facebook es la mejor opción para fidelizar a sus clientes actuales y captar a los nuevos. Por otro lado, si el negocio es de servicios profesionales, se necesita generar una buena reputación sobre su experiencia y conocimientos, para lo cual Twitter y LinkedIn son las mejores opciones.

Fuente: Elaboración propia con base en Pulso Social (2017)

From the information taught in table 3, it can be stated that SMEs must know the new tools to implement the one that best suits their particularities (Sevilla, González and Zorrilla, 2009), since what is important is not the technology used, but to promote the change to achieve differentiation from other companies (González, 2010).

Motivation

Sometimes companies are forced to improve day by day. In fact, one that does not update or perform outstanding activities will hardly differ from the competition, hence the staff must be motivated, as shown in table 4.

Tabla 4. Elementos que influyen en la motivación

Elementos	Características
Ambiente laboral	Este debe ser confortable, ofrecer seguridad y mecanismos razonables de supervisión, control o vigilancia.
Comunicación	La comunicación organizacional es el estudio de procesos comunicacionales que tienen lugar dentro de los grupos sociales en torno a objetivos comunes.
Incentivos	Estos se refieren al intercambio de incentivos entre las personas y la organización.
Satisfacción en el trabajo	Es un motivo en sí mismo; es decir, una actitud, no una conducta. Esta es la expresión de una necesidad que puede o no ser satisfecha.

Fuente: Elaboración propia con base en Velasco, Bautista, Sánchez y Cruz (2011)

Based on the previous table, it can be indicated that there are different ways to motivate people, such as the work environment, economic or moral incentives and achievements in the area performed.

Training

Training is another factor that influences the improvement of processes and work performance. As explained by Qian et al. (2008), "for companies or organizations, the training of human capital must be of vital importance because it contributes to the personal and professional development of individuals, while at the same time benefiting the company" (page 23). This means that any company whose staff is well trained will have more possibilities of adapting to the changes that arise, since it is taught an optimal way to accomplish the tasks.

The training, therefore, takes into account the current requirements and perspectives of a given entity to promote a change in the knowledge, skills and attitudes of human capital (Pérez, 2012). In the words of Madruga (2010), a training strategy is essential to promote the following activities:

- Motivate staff and generate a stimulating and enterprising environment.

- Open a new channel of interpersonal and intergroup communication.
- Improve the performance of the activities of the organization and favor the professional adaptation of people to the demands of the positions that compose it.
- Promote the personal and professional development of men, linking their individual interests with organizational objectives.
- Create and maintain a corporate culture, frame of reference of all business decisions and elements of staff integration.
- Encourage the participation of individuals in the assumption and achievement of the goals of the organization.

To carry out the training, certain bases are needed for its fulfillment, hence actions must be carried out as those shown in table 5.

Tabla 5. Desarrollo de planes y programas de capacitación

Actividades	Características
Establecimiento de objetivos	Fijar lo que la organización quiere lograr mediante la capacitación de su personal.
Estructuración de contenidos de la capacitación	El contenido para las sesiones de capacitación se debe basar principalmente en los perfiles y descripciones de puestos, en manuales de procedimientos, en políticas, etc.
Diseño de actividades de instrucción	Se puede recurrir a una técnica didáctica llamada <i>diseño instruccional</i> , la cual permite desarrollar material para la enseñanza en forma sistémica. Luego de detectar las necesidades de capacitación y conocer los objetivos fijados, se especifican los contenidos de un plan o programa de capacitación, ya que se sabe a quién está dirigido, qué deficiencias va a corregir, cuáles habilidades se van a desarrollar, etc.
Selección de recursos didácticos	Una vez considerados los principios básicos que pueden ayudar o propiciar el aprendizaje según las características del grupo a capacitar, es momento de seleccionar las técnicas didácticas más adecuadas. Estas son formas o métodos que debe utilizar el instructor o facilitador al pretender transmitir sus conocimientos con el propósito de que la información sea entendida y asimilada por los aprendices.
Diseño de un programa o curso de capacitación	La alta dirección puede participar activamente en la planeación del programa de capacitación dado que esta comprende componentes educativos, administrativos, económicos, técnicos y de colaboración total de las áreas a la que se está diseñando un programa, puesto que ellos son los que cuentan con la información técnica de la función; por ello, es altamente recomendable que también intervengan.

Fuente: Elaboración propia con base en García (2011)

It is worth noting that the training transcends the interaction of employees to carry out their activities, since it also covers knowing the objectives to be pursued, as well as structuring the contents of the training, designing each activity to avoid failures, selecting the appropriate resources and adjust to each area the training course or program generated.

Human Resources

The area of human resources is essential because it guides the selection process of the applicants. In this regard, Lope et al. (2013) explain the following:

Human Resources is the department within a company that is responsible for the management and administration of personnel, in its origins this branch of the administration was responsible for functions of personnel management, now over time has been gradually assuming functions that relate to the mission of the staff (p. 2).

It is also worth noting that the functions developed by the human resources department vary from one company to another, since it depends on the size and activity to which it is dedicated. Next, table 6 shows some of these functions.

Tabla 6. Funciones del departamento de recursos humanos

Función	Característica
Empleo	Comprende las actividades relacionadas con la planificación de la plantilla, selección y formación del personal.
Administración de personal	La gestión del personal de una empresa requiere una serie de tareas administrativas: <ul style="list-style-type: none"> • Elección y formalización de los contratos. • Gestión de nóminas y seguros sociales. • Gestión de permisos, vacaciones, horas extraordinarias, bajas por enfermedad. • Control de absentismo. • Régimen disciplinario.
Retribución	Se trata de diseñar el sistema de retribución del personal y evaluar sus resultados. La finalidad de la función de retribución consiste en el estudio de fórmulas salariales, la política de incentivos y el establecimiento de niveles salariales de las diferentes categorías profesionales.
Relaciones laborales	Se ocupa fundamentalmente de la resolución de los problemas laborales. Normalmente se desarrolla negociándose con los representantes de los trabajadores, y trata temas como la contratación, la política salarial, los conflictos laborales, la negociación colectiva, etc.
Servicios sociales	Gestiona determinados servicios creados por la empresa o que han sido contratados para que los presten a otras empresas.

Fuente: Elaboración propia con base en Garrido (18 de marzo de 2013)

As can be seen in the table above, the human resources department is responsible for various obligations, such as the hiring of personnel, its administration, the incentive policy, labor disputes and collective bargaining, as well as the management of services with the purpose of hiring the best qualified personnel for each task. In the words of Carazo (2018),

"the HR department is in charge of organizing, managing and managing the employees of a company. Depending on the size of the company, it will perform some tasks or others" (p. 2).

Methodology

For the elaboration of the present work a methodology divided in two times was followed: in the first, a literature review was made available to gather information about each one of the quality indicators of SMEs (motivation, technology, training, resources humans); In this way it was possible to know the way in which these criteria can be estimated in an SME.

Subsequently, a field investigation was carried out, which consisted of applying a questionnaire to those commercial companies located in the María Isabel colony of the Valle de Chalco municipality. With the collected data a qualitative study was generated (Blasco and Pérez, 2007) that allowed to study the reality of the companies in their natural context and interpret the results according to the responses of the entrepreneurs. In this phase we tried to describe the observable behaviors. In the questionnaire, a Likert scale was used, with 11 questions formulated to determine some of the activities carried out by the companies to achieve a quality product or service (table 7).

Tabla 7. Indicadores usados en el cuestionario empleado

Indicadores	Parámetros	Ítems
Motivación	Ambiente laboral, comunicación, incentivos, satisfacción en el trabajo.	8, 9, 10, 11
Tecnología	Convencerse de querer cambiar, no convertir la tecnología en un rompecabezas, aprender de la experiencia extranjera, mirar a la tecnología como accesible.	2, 7

Capacitación	Establecimiento de objetivos, estructuración de contenidos de la capacitación, diseño de actividades de instrucción, selección de recursos didácticos.	1, 5, 6
Recursos humanos	Empleo, administración de personal, retribución, relaciones laborales, servicios sociales.	3, 4

Fuente: Elaboración propia

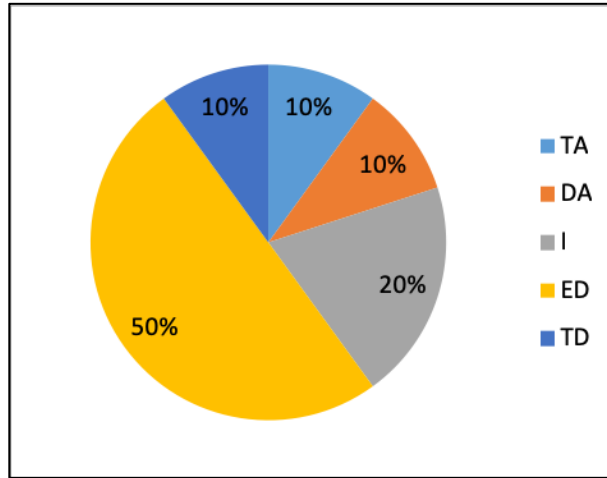
According to the Mexican Business Information System (SIEM, 2016), there are 711 451 companies throughout the country. Of these, 60 322 are in the State of Mexico, of which 3336 are in the municipality of Chalco (2811 dedicated to trade, 463 to services and 62 to industry). Likewise, 1559 work in the municipality of Valle de Chalco, of which 1364 are dedicated to trade, 166 to services and 29 to industry.

However, to select the entrepreneurs of this study, a stratified sampling was carried out per turn, although it is worth mentioning that, in the end, only ten of them participated voluntarily. This means that although the final sample is not statistically representative of the total of SMEs of Valle de Chalco, the local conditions are, since the municipality is considered marginal, suburban and with limited economic development, which leads to question the possibility of applying current public policies to encourage the development of microenterprises in Mexico (Consejo Nacional de Población [Conapo], 2012).

Results

Next, the results of the survey applied to the ten owners of the companies located in the municipality Valle de Chalco, State of Mexico, are presented.

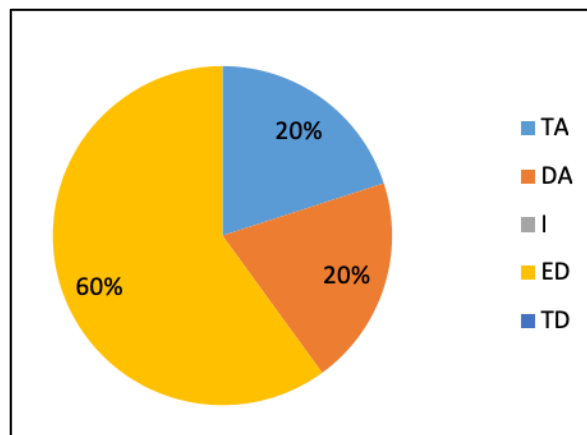
Figura 1. Seguimiento de un plan para realizar las actividades



Fuente: Elaboración propia

Figure 1 shows that when asking the owners of the SMEs studied about whether they carry out a plan to develop the activities, 10% assure that they fully agree (TA), 10% agree (DA), 20% he is undecided (I), 50% disagrees (ED) and 10% disagrees (TD). These first results show that planning (criteria linked to training) is an aspect in which Mexican SMEs still need to work, since as indicated by the PYMEXS-Cumex Network (2010) only 47% of the companies in the country do it.

Figura 2. Revisión de los procesos realizados para mejorar utilizando la tecnología

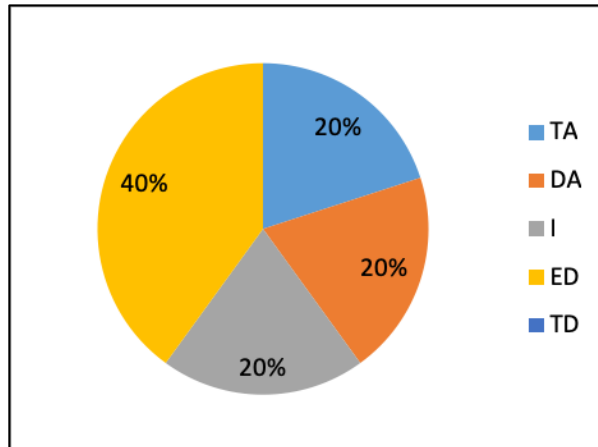


Fuente: Elaboración propia

Regarding the review of the processes carried out to improve using technology, figure 2 shows that 20% of those consulted are in total agreement with this idea, 20% agree and 60% strongly disagree, which shows that most do not usually review their processes to automate them. These figures can be associated to a study carried out by Moreno (2014),

which shows that a considerable number of SMEs discard the use of some formal system, so they do not take advantage of the benefits provided by technology.

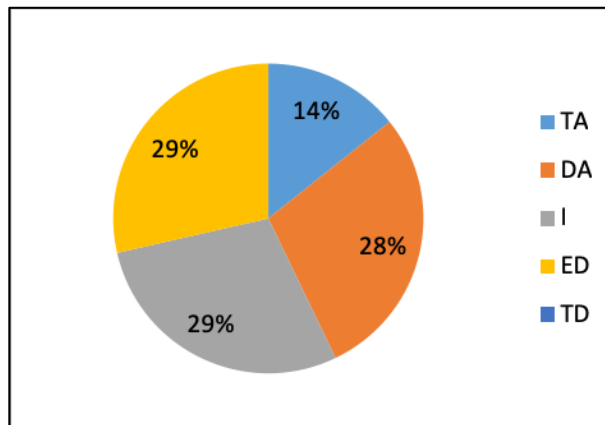
Figura 3. Contratación del personal mediante un proceso de reclutamiento y selección



Fuente: Elaboración propia

Regarding the process of recruitment and selection of personnel (variable human resources), Figure 3 shows that 20% is totally in agreement with that idea, 20% agree, 20% say they feel indecisive and 40 % disagree.

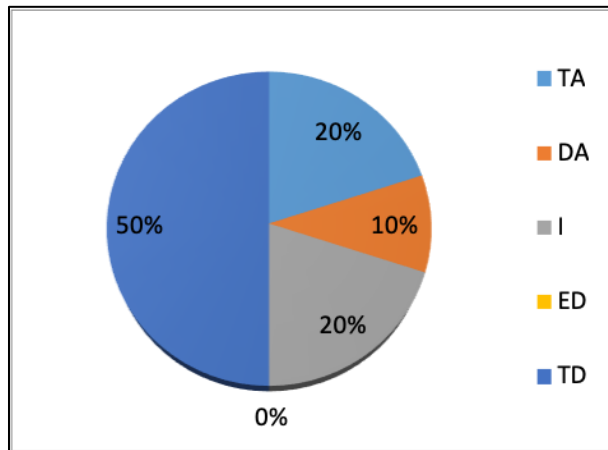
Figura 4. Rigurosidad en el proceso de contratación



Fuente: Elaboración propia

Regarding the rigor in the hiring process (human resources variable), in figure 4 it is observed that 14% is totally in agreement with said idea, 28% agree, 29% feel indecisive and 29% disagree. These results coincide with that reported by the PYMEXS-Cumex Network (2010), which explains that more than a third of employers never or almost never carry out human resource practices, such as recruitment and selection, promotion and motivation.

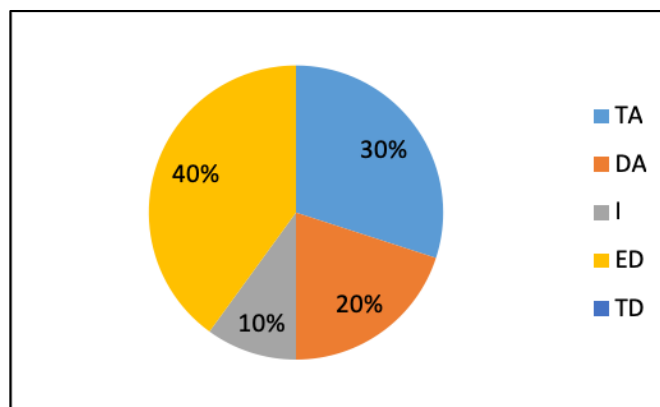
Figura 5. Capacitación requerida luego de la contratación



Fuente: Elaboración propia

Figure 5 shows that 20% say they are totally in agreement with the idea of offering training after hiring, while 10% mention that they agree, 20% feel undecided and 50% strongly disagree. On these percentages, it is worth highlighting what is indicated by the PYMEXS-Cumex Network (2010), which explains that most entrepreneurs provide training to their human capital, although only to increase sales, hence other aspects are neglected. good business management

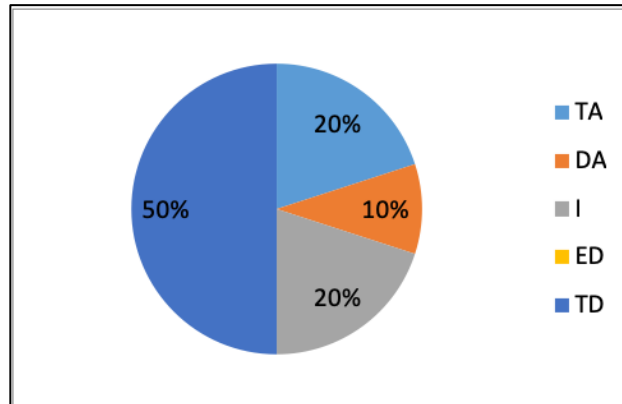
Figura 6. Oportunidad de capacitación cuando se contrata personal



Fuente: Elaboración propia

Figure 6 shows that 30% and 20% are in complete agreement and agreement, respectively, in terms of providing opportunities to the contracted to attend courses, workshops and other training, while 10% feel indecisive and 40% He says he disagrees. These results are similar to those reported by Bermúdez (2015), who describes in his study that 48% of the personnel working in SMEs never receive any type of training.

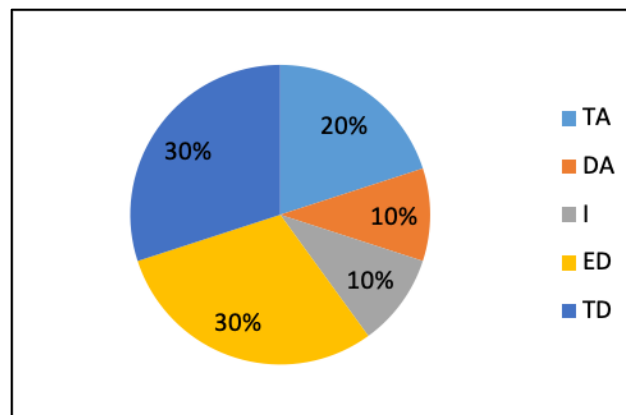
Figura 7. Mejoras con maquinaria o herramientas de mayor tecnología



Fuente: Elaboración propia

Figure 7 shows that 20% and 10% are in total agreement and agreement, respectively, in terms of frequently promoting improvements with higher-tech machinery or tools, while 20% feel indecisive and 50% remain. in total disagreement. These percentages are similar to those taught by Martínez, Vela, De Luis and Pérez (2006), who conclude in their study that 34.2% of their participants consider that productivity is not increased through automation / information.

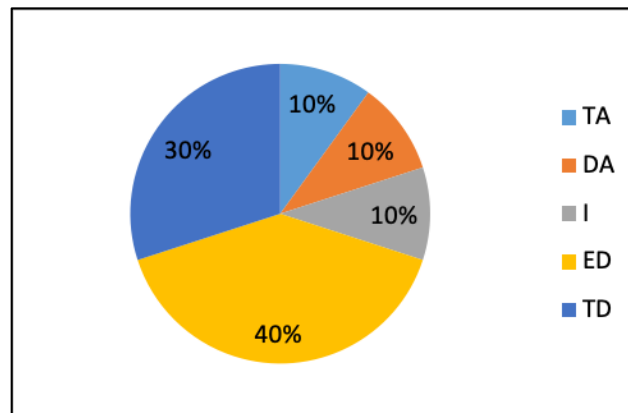
Figura 8. Preocupación por la relación que se tiene entre trabajadores



Fuente: Elaboración propia

Figure 8 shows that about the concern about the relationship between workers (variable of motivation), 20% and 10% agree completely and agree, respectively, with this idea, while 10% feel indecisive, 30% is in disagreement and 30% strongly disagrees, figures similar to those published by Vargas (2008), who argues that staff working in SMEs should be motivated to raise their job satisfaction and performance.

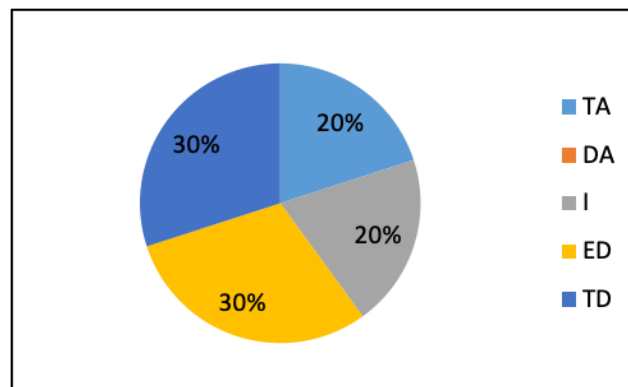
Figura 9. Sueldo como estímulo motivacional del empleado



Fuente: Elaboración propia

Figure 9 shows that 20% of consulate entrepreneurs consider that the salary is the main motivation for employees, 10% feel hesitant about this statement, 40% disagree and 30% totally disagree with this idea. However, from the perspective of the employees, as Mayorga indicates in his study (July 28, 2015), 20% of the personnel working in SMEs expresses dissatisfaction with respect to salary, while 72% consider that they should receive better income.

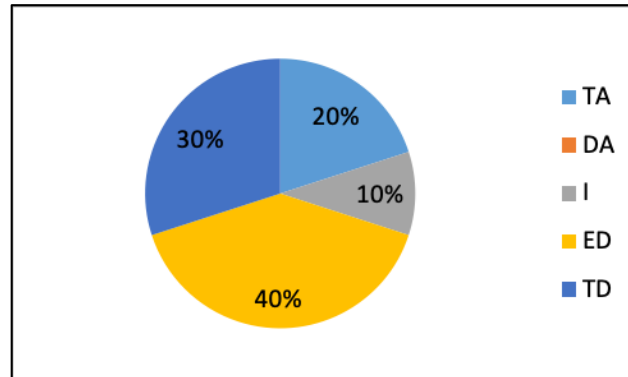
Figura 10. Ambiente empresarial como factor motivacional del trabajador



Fuente: Elaboración propia

Figure 10 shows that in terms of the business environment as a motivating factor for the worker, 20% of the respondents totally agree, while 20% feel hesitant, 30% disagree and 30% strongly disagree, figures that can be compared with those reported by Mayorga (July 28, 2015), who in his study indicates that only 32% of people who work in SMEs feel good in their work environment.

Figura 11. Oferta de cursos para mantener al personal motivado



Fuente: Elaboración propia

Finally, Figure 11 indicates that 20% of employers fully agree to offer courses to keep staff really motivated, while 10% is incense against this idea, 40% disagree and 30% He totally disagrees. This means that for most respondents this factor is not relevant (Vargas, 2008).

Discussion

One of the main missions of the National Institute of the Entrepreneur (INADEM) is the following:

Implement cutting-edge strategies and lines of action to promote the national policy in support of entrepreneurs, as well as micro, small and medium-sized enterprises, promoting their training, innovation, competitiveness, productivity, growth, consolidation and their projection in the national and international markets, to contribute to economic development and social welfare (p. 1).

This objective depends on SMEs maintaining a certain level of quality, for which some indicators related to technology, motivation, training and human resources are considered, which seeks to encourage the development of these companies in economic zones in

unfavorable conditions, such as those located specifically in the municipality of Valle de Chalco.

Now, taking into account the results obtained in this work, it can be said that the SMEs analyzed, in general, do not carry out any plan for carrying out the activities, hence it can be inferred that they hardly care about implementing improvements to reach certain quality levels.

Regarding technology, most of the consulted businessmen believe that this variable is not important, so they continue to take control of their sales and inventories in a notebook. In fact, they continue to charge in a traditional way, although a minimum part of the sample has a computer to make these records and charge their customers electronically. This shows that there is still a lack of awareness among small entrepreneurs to use technology in processes such as movement registration and inventory.

Regarding the training of personnel, a contradiction can be pointed out, because, on the one hand, most small entrepreneurs do not care about this point, since they consider that employees can learn their work through daily practice ; however, on the other hand, they also consider that it is significant to offer courses or workshops to train them in their work. In fact, it is worth noting that the choice of employees is made more for convenience, for recommendations or simply because the applicants are available at all times.

Finally, this type of company considers that the salary is a primary incentive to keep the employee really motivated, so that job satisfaction is in the background. In the same sense, employers do not consider it essential to improve the work environment or the sense of belonging, since they are small companies.

In summary, the sum of the four indicators (motivation, technology, training and human resources) allows us to identify a certain level of quality in SMEs in the Valle de Chalco area, specifically in the María Isabel colony.

Conclusion

According to the theory consulted about the factors that can influence the quality of the products and services of an SME, it can be indicated that the consulted businessmen should be concerned, firstly, by hiring a trained personnel to perform the tasks assigned. Likewise, motivation must be promoted among workers, generating a favorable work

environment, training them constantly to carry out their work efficiently and effectively, and using ICT to streamline technical processes and administration.

In fact, in this study it has become evident, in terms of the use of technology, that, although those consulted believe that the processes for improving them using technology must be reviewed, they continue to perform manual computing activities in their daily lives. Specifically, 60% of respondents do not agree to review their processes to automate using technology, which suggests that SMEs, in most cases studied, will remain on the sidelines regarding the implementation of some formal system, so they will stop receiving the benefits that technology offers to increase productivity.

In terms of motivation, the majority of entrepreneurs of SMEs analyzed in the municipality of Valle de Chalco do not take into account the relationship between owners and employees or consider the business environment as an essential factor to motivate the worker. In fact, 70% of them do not perceive salary as a relevant indicator for the motivation of their employees or believe that they require training. This indicator again confirms the negative impact of motivation on the quality of SMEs, as it is not linked to job satisfaction and performance.

With regard to training, the SMEs studied do not usually provide a training plan for their staff, and when they do, they only focus on aspects related to sales. This coincides with the literature reviewed, which explains that planning is an aspect that still needs to be encouraged.

With regard to human resources, the SMEs examined neglect the professional development of the workers, as well as the recruitment and selection process. Specifically, only a third of the consulted entrepreneurs carry out human resource practices related to promotion and motivation.

In short, it can be noted that the SMEs of this inquiry must generate new actions related to training, motivation, human resources and the use of technology to increase the quality of the product and the services offered. In addition to this, it can be affirmed that, despite the federal initiative to support SMEs in their task of promoting employability in the country, there is still a need to specify activities that allow associating this intention with the local reality of each region.

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Conceptualización	Esperanza «principal», Anabelem y Magally «que apoyan».
Metodología	Anabelem «principal», Esperanza y Magally «que apoyan».
Software	Anabelem, Esperanza «igual» y Magally «que apoya».
Validación	Anabelem, Esperanza y Magally «igual»
Análisis Formal	Anabelem, Esperanza y Magally «igual»
Investigación	Esperanza «principal», Anabelem y Magally «que apoyan».
Recursos	Magally «principal», Anabelem y Esperanza «que apoyan».
Curación de datos	Anabelem y Esperanza «igual» Magally «que apoya»
Escritura - Preparación del borrador original	Esperanza, Anabelem y Magally «igual».
Escritura - Revisión y edición	Magally «principal», Esperanza y Anabelem «que apoyan».
Visualización	Anabelem, Esperanza y Magally «igual»
Supervisión	Anabelem, Esperanza y Magally «igual»
Administración de Proyectos	Anabelem, Esperanza y Magally «igual»
Adquisición de fondos	Magally «principal», Anabelem y Esperanza «que apoyan».