

<https://doi.org/10.23913/ricea.v8i16.136>

*Artículos Científicos*

## **Análisis cuasiexperimental sobre la satisfacción del cliente para determinar la competitividad de la empresa**

***Quasi-Experimental Analysis of Customer Satisfaction to Determine the  
Competitiveness of the Company***

***Análise quase experimental da satisfação do cliente para determinar a  
competitividade da empresa***

**Esperanza Cotera Regalado**

Universidad Autónoma del Estado de México, México

[ecotera@uaemex.mx](mailto:ecotera@uaemex.mx)

<https://orcid.org/0000-0002-2618-4245>

**Magally Martínez Reyes**

Universidad Autónoma del Estado de México, México

[mmartinezr@uaemex.mx](mailto:mmartinezr@uaemex.mx)

<https://orcid.org/0000-0002-2643-6748>

### **Resumen**

En el presente trabajo se exponen los resultados de una investigación cuasiexperimental sobre la satisfacción del cliente, donde la calidad fue un indicador nuclear para determinar la competitividad real empresarial. Aunque se trata de un aspecto subjetivo, existen estándares que garantizan que el producto efectivamente sea de calidad; y puede ser ciertamente un factor de competencia para las empresas, ya que puede ayudar a reducir costos, dar presencia y permanencia en el mercado, e impulsar la generación de empleos. Si bien es el usuario quien recibe la calidad del producto o servicio, es el empresario quien debe fomentarla. Así, se diseñó un instrumento para identificar el nivel de conocimiento sobre la satisfacción del cliente y su incidencia en la competitividad de la empresa. La población objeto de estudio estuvo conformada por 10 dueños de pequeñas y medianas empresas de Valle de Chalco, Estado de México, seleccionados de manera aleatoria. Dichos empresarios contestaron un

cuestionario tipo Likert previamente validado, con un nivel de confiabilidad de 95 %, que corresponde a un alfa de Cronbach de 0.978. Aunado a ello, se llevó a cabo una investigación de campo. Los resultados permiten verificar la validez de la relación entre las variables: se obtuvieron indicadores de la falta de conocimiento por parte de los dueños sobre la incidencia de la satisfacción del cliente en la competitividad de la empresa, lo que constituye un obstáculo de crecimiento empresarial en la zona.

**Palabras clave:** calidad de la vida laboral, calidad empresarial, competencia económica, empresa privada, satisfacción del cliente.

### Abstract

In this paper results of a quasi-experimental investigation on customer satisfaction are presented; quality was a nuclear indicator to determine real business competitiveness. Although subjective, it is clear that there are standards that guarantee that the product is indeed of quality; and it can certainly be a competition factor for companies, since the quality can help to reduce costs, to give presence and permanence in the market, and to generate jobs. Even though it is the user who receives the quality of the product or service, it is the businessman who must foment it. Thus, an instrument was designed to identify the level of knowledge on customer satisfaction and its impact on the competitiveness of the enterprise. The target population was the owners of 10 small and medium enterprises in Valle de Chalco, State of Mexico, selected at random. These businessmen answered a previously validated Likert questionnaire, with a 95% reliability level, which corresponds to an alpha Cronbach of 0.978. In addition, a field investigation was carried out. The results allow verifying the validity of the relation between the variables: indicators of the lack of knowledge of the businessmen on the incidence of the satisfaction of the client in the competitiveness of the enterprise were obtained. This constitutes an obstacle of managerial growth in the zone.

**Keywords:** quality of working life, business quality, economic competition, private enterprise, customer satisfaction.

### Resumo

Neste artigo, são apresentados os resultados de uma investigação quase experimental sobre a satisfação do cliente, em que a qualidade era um indicador nuclear para determinar a



competitividad real dos negócios. Embora seja um aspecto subjetivo, existem padrões que garantem que o produto é realmente de qualidade; e certamente pode ser um fator competitivo para as empresas, pois pode ajudar a reduzir custos, dar presença e permanência no mercado e impulsionar a criação de empregos. Embora seja o usuário quem recebe a qualidade do produto ou serviço, é o empreendedor que deve incentivá-lo. Assim, um instrumento foi desenhado para identificar o nível de conhecimento sobre a satisfação do cliente e seu impacto na competitividade da empresa. A população em estudo foi composta por 10 empresários de pequeno e médio porte de Valle de Chalco, no Estado do México, selecionados aleatoriamente. Esses empresários responderam a um questionário Likert previamente validado, com nível de confiabilidade de 95%, o que corresponde a um alfa de Cronbach de 0,978. Além disso, uma investigação de campo foi realizada. Os resultados permitem verificar a validade da relação entre as variáveis: foram obtidos indicadores da falta de conhecimento dos proprietários sobre a incidência de satisfação do cliente na competitividade da empresa, o que constitui um obstáculo ao crescimento do negócio na empresa. a zona.

**Palavras-chave:** qualidade de vida no trabalho, qualidade do negócio, competência econômica, iniciativa privada, satisfação do cliente.

**Fecha Recepción:** Enero 2019

**Fecha Aceptación:** Junio 2019

---

## Introduction

For the preparation of this research, an analysis of the relevant concepts was first carried out to determine the quality of a company. First, it defines what a company is. Then a review of the concept of customer satisfaction and the transcendental that results in the business field is made (offering a product or service is done in order to meet the needs of some social sector, and obviously it is the genesis factor of any company ). Next, competitiveness is discussed and how this term relates to that of competitive advantage. Finally, with the application of a questionnaire to 10 owners of different types of companies, it is concluded that not everyone cares or does not take customer satisfaction into account.

Within each country, it is necessary to have companies that help economic development. It does not matter if they are large, medium, small or micro, nor if they exercise this or that activity, the truly transcendental thing is that they become competitive. Blacutt (2013) refers that a company is "the basic economic unit that produces or transforms goods or services to society and whose *raison d'être* is to meet the needs of the population-territory" (para. 2). On the other hand, as mentioned in the Student Economy Dictionary (2018), the company is an organization that "coordinates the disposition of resources and factors for the purpose of generating a product or service, in order to obtain a benefit from its transaction in the market, the risk inherent in said business activity" (p. 1).

It can be said that the company is an economic entity in charge of offering a product or service with the intention of satisfying the needs demanded by society. And one of those demands has to do with the way in which customer satisfaction is achieved, through the interest of obtaining benefits. Now, at this point it may be convenient to show some classifications of companies. In table 1 and 2 reference is made to three types: by their magnitude, their activity or turn and by the origin of their capital.

**Tabla 1.** Clasificaciones de la empresa por actividad y magnitud

Clasificación	Características
Por su actividad	<p>Está conformada por tres grupos:</p> <p><i>a)</i> Las empresas industriales: transformación de elementos naturales en otro tipo de producto, o bien, la transmutación de elementos físicos o químicos a otros.</p> <p><i>b)</i> Las empresas comerciales: por la sola labor de comprar y vender; es decir, no necesitan alterar los productos que compran.</p> <p><i>c)</i> Las empresas de servicio: proporcionan un beneficio a la sociedad. Lo que venden "es un valor intangible; es decir, algo que no se puede ver, tocar u oler".</p>
Por su magnitud	Se consideran cuatro tipos de organizaciones:

	<p>a) Las micro o caseras se caracterizan por que el dueño “está generalmente dedicado a la producción y dedica muy poco tiempo a la administración”.</p> <p>b) Las pequeñas cuentan con “algún tipo de división del trabajo, en las que el gerente o el empresario generalmente no participan directamente en el proceso de producción”.</p> <p>c) Las medianas presentan “algún tipo de organización formal de las actividades y una especialización en la administración”.</p> <p>d) Las grandes se caracterizan por tener una organización formal y especialización por norma.</p>
--	--

Fuente: Elaboración propia con base en Bautista (2019)

As can be seen in table 1, companies have different characteristics. On the one hand, they talk about the activity they carry out, and which are classified as industrial, commercial and service. On the other, the size or magnitude: micro, small, medium and large. Finally, Table 2 shows a further classification, which takes into account the origin of capital, whether from individuals, from the Government or from both private and public sources.

**Tabla 2.** Clasificación de empresa según el origen de su capital

Clasificación	Característica
Por la procedencia de su capital	<p>Privadas: el capital y la inversión realizada provienen de personas particulares que buscan obtener una rentabilidad.</p> <p>Públicas: el capital que se utiliza para su actividad proviene de las arcas públicas del Estado con la intención de dar servicio a la población.</p> <p>Mixtas: estas poseen parte público y privado.</p>

Fuente: Elaboración propia con base en Caurin (13 de marzo de 2017)

After having defined some concepts of interest on companies in terms of their constitution, it is necessary to know how they work inside to achieve customer satisfaction. Every company that has an interest in being competitive must meet a single objective:

customer satisfaction. And for this you must have the necessary strategies. As Gomez says (2018):

For a company there are few factors that are as relevant as customer satisfaction. This is because a good satisfaction implies that the products that a company offers are meeting the expectations that consumers have and, therefore, this could not only retain, but also attract new users (p. 1).

Companies, in order to satisfy customers, need to propose strategies that generate a competitive advantage. In the first place, what it implies is an optimal service, complying with the time and quality of the product or service. Satisfaction is a way to keep the customer interested in the product.

According to Mieles and Rodríguez (2017): “Customer satisfaction depends on the perceived performance of the product, in relation to the expectations of the buyer” (p. 3). Kotler (cited in Álvarez, 2012), meanwhile, defines it as “the level of a person's mood that results from comparing the perceived performance of a product or service with their experiences” (p. 36).

So, talking about customer satisfaction is talking about various characteristics that the company must have; This regardless of the size, activity or origin of your capital, even regardless of the type of company that is. If the client faces a problem related to the service or product, it must be handled properly by the staff: so that the client feels satisfied with the solution adopted, since these “like to feel important and respected”, Which guarantees the expected success. For this, the company can apply some satisfaction questionnaires to have a control of the service or product offered and thus define and establish strategies for continuous improvement.

Customer service can be seen as a competitive advantage mainly because sales of the product or service make business continue to grow and achieve the expected objectives. As Vélez (2019) refers: “Taking into account that satisfaction levels occur after the purchase or acquisition of a product or service, customers experience a level of satisfaction that results in a type of brand loyalty.” (P. 2). A relevant factor that can be achieved thanks to customer satisfaction is precisely competitiveness. In accordance with Acosta (2017):

At present, there has been a great interest in improving and innovating service companies, being forced to focus especially on the way in which the user perceives and, therefore, evaluates the quality in the different establishments;

consequently, the requirement to apply a measurement model that identifies the needs of customers and certain factors that achieve the expected satisfaction has been seen (p. 7).

As stated by Acosta (2017), it is necessary to have certain factors that help companies achieve competitiveness. And for the purposes of this investigation, customer satisfaction is indicated as the main one, taking as a challenge to get the client to decide to buy the product or service offered.

In the world in which one lives today, competition must be the ability of the company to meet customer expectations. This through a quality service or product. Following Cervantes, Ballesteros y Hernández (2012):

Competitiveness is what allows the company to be successful in the country in which it operates, a company is competitive when it develops services and products whose production and quality costs are comparable or higher than that of its competitors worldwide. You have to have a physical, legal and regulatory environment that helps reduce production costs and increase productivity (p. 2).

Every company must be prepared to face the globalized world, preferably it must be able to adapt to changes, and give value to its products or services. For this it is necessary to generate a competitive advantage. In this regard, Porter (1987; cited in Cervantes et al., 2012) mentions the following:

It is born fundamentally of the value that a company is able to create for its buyers, that exceeds the cost of that company to create it. Value is what buyers are willing to pay, and the higher value comes from offering lower prices than competitors for equivalent benefits or by providing unique benefits that justify a higher price. (p. 3).

Therefore, a competitive advantage must have certain characteristics, such as its accessibility and that does not affect the company, to know each of the requirements that are needed in the organization, in terms of what is demanded in the market, and, not least, determine the ability to compete.

Given this general picture, it would seem that there is no company, regardless of its size or constitution, that can deny the importance of covering customer satisfaction through quality products or services; products and services that also make them competitive. However, it is

relevant to explore what the owners of small and medium-sized businesses established in municipalities that consider themselves to be of certain social marginalization think about this indicator, particularly in the municipality of Valle de Chalco, Solidaridad, Estado de México (National Council of Population [Conapo], 2012). Especially because for this type of entrepreneurs the quality of the product or service helps to reduce costs, give presence and permanence in the market and, therefore, generate jobs, which is one of the characteristics that have been most emphasized at national level on the importance of this type of companies (Chafino, October 10, 2018; Meza, September 10, 2018); And as we have seen, customer satisfaction plays an important role.

Exploring in a particular way the relationship of customer satisfaction with its impact on the competitiveness of the company will contribute to closing gaps between a national policy focused on sustained economic growth in small and medium enterprises (National Entrepreneur Institute [Inadem] , 2019) and its realization in real terms in the day-to-day life of this type of companies, especially in the eastern part of the State of Mexico, which presents several of the problems of the conurbation areas to Mexico City (Chafino, 10 de octubre de 2018).

## Method

For the preparation of the research, a quasi-experimental method was carried out because people who have a judgment regarding their work are being surveyed, what they consider as customer satisfaction and the importance of their performance to achieve it and influence quality of your company So, although a trend in responses is expected, a hypothesis must be verified but without proper control of the subjects. Zambrano (2017) explains it as follows:

This type of study aims to know the relationship or degree of association that exists between two or more concepts, categories or variables in a particular context. Sometimes only the relationship between two variables is analyzed, but relationships between three, four or more variables are often located in the study. Correlational studies, when evaluating the degree of association between two or more variables, measure each one (presumably related) and then quantify and analyze the linkage. (p. 107).



Thus, a quasi-experimental study of correlation between variables in a single time was carried out, which seeks to determine if a change in the dependent variable (competitiveness in the company) occurs from analyzing the independent variable (customer satisfaction) to systematically relate them With experimental treatment. In this type of studies the purpose is to know the relationship or degree of association that exists between these variables by measuring each of them.

For this, a questionnaire was designed that was applied to 10 owners of small and medium-sized companies in the eastern region of the State of Mexico, in the municipality of Valle de Chalco. This, as already said, to measure customer satisfaction in the services and products they offer. The companies represented were voluntarily lent for the study, derived from the confidentiality of the information, and are a representative sample of the local conditions, since the municipality of Valle de Chalco is considered a marginal, suburban area, with limited economic development, which leads to questioning the possibility of applying current public policies to promote the development of microenterprises in Mexico (Conapo, 2012).

For the elaboration of the instrument, a documentary study was carried out, in order to define the process of gathering information, the type of questions, the most appropriate type of Likert scale. Likewise, due to the need to include items to collect qualitative information; information that indicated some behavior patterns and allowed to characterize the two variables in question (customer satisfaction and competitiveness of the company).

Regarding the study variables, in the independent variable, which is customer satisfaction, the parameters to consider were: perception, product or service, and price; while for the dependent variable, which is competitiveness in the company, the following were used as indicators: perception, interest and strategies, see table 3. The interaction of the two variables is important according to the correlation index calculated in the SPSS software , with the data of the 10 companies. It is important to highlight that in this study the owners of companies are considered as subjects of study, since the power of decision they have enables the competitiveness of the company if they take into account customer satisfaction as an indicator of competitive advantage.

**Tabla 3.** Relación entre las variables de estudio

Variable	Indicadores	Ítems
----------	-------------	-------



Satisfacción del cliente	Percepción	2
	Producto	1
	Servicio	4
	Precio	3
Competitividad empresarial	Percepción	6 y 7
	Interés	8
	Estrategias	5

Fuente: Elaboración propia

Although a limitation of the study is the number of companies, as a limited sample of the target population, the results are considered to be representative of the level of competitiveness and, therefore, of the quality of the companies in the area. In fact, there is a lack of current similar studies (less than 10 years) to the present one and can only be documented again at a general level with the official statistics of Conapo (2012) and the National Institute of Geography, Statistics and Informatics [Inegi] (2018).

By exploring in particular the relationship of customer satisfaction with its impact on the competitiveness of companies in the municipality of Valle de Chalco, it is possible to provide analysis elements to close gaps between a national policy on sustained economic growth in small and medium companies and their concretion in this type of companies with their particularities.

## Results

According to the statistical analysis, the level of reliability of the instrument is shown in Table 4. With a confidence level of 95%, which corresponds to a Cronbach's alpha of 0.978, the instrument has a high level of reliability.

**Tabla 4.** Estadística de confiabilidad para el cuestionario

Estadísticas de confiabilidad		
Alfa de Cronbach	Alfa de Cronbach basada en elementos estandarizados	Número de elementos
0.978	0.984	8

Fuente: Elaboración propia

With respect to each of the instrument's questions, the following frequency and percentage tables are obtained.

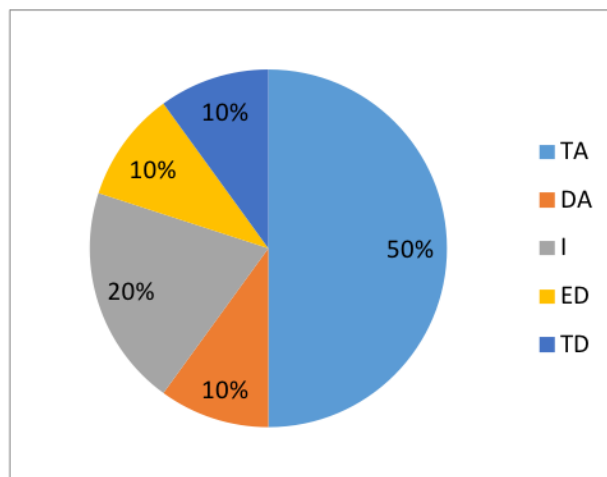
**Tabla 5.** Primera pregunta del cuestionario

<b>¿Te preguntas a menudo lo que piensan tus clientes en cuanto a tu producto?</b>				
	Frecuencia	Porcentaje	Porcentaje válido	Porcentaje acumulado
Válido TA	5	50.0	50.0	50.0
DA	1	10.0	10.0	60.0
I	2	20.0	20.0	80.0
ED	1	10.0	10.0	90.0
TD	1	10.0	10.0	100.0
Total	10	100.0	100.0	

Fuente: Elaboración propia

The frequency percentages are also presented on a pie chart, as shown in Figure 2.

**Figura 2.** Gráfica de pastel de la primera pregunta del cuestionario



Fuente: Elaboración propia

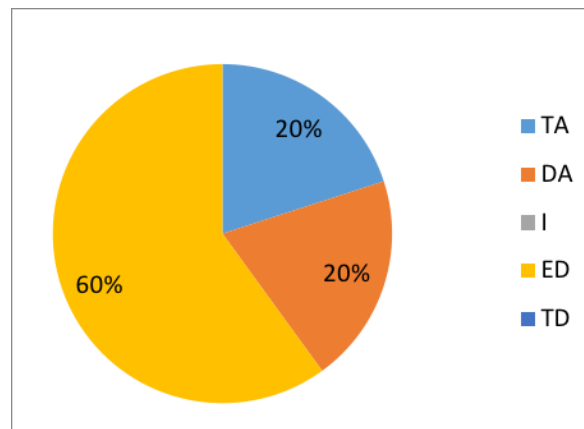
As can be seen in Figure 2, as to whether employers are questioning about what customers think about the product or service, 50% say they totally agree (TA) that such a question should be asked, while 10 % agree (DA). On the other hand, only 20% report being undecided (I) in the face of the statement, 10% disagree (ED) and finally another 10% disagree (TD). This first question corresponds to customer satisfaction in the perception indicator; as there are no precedents of similar works in the locality, the result cannot be compared.

**Tabla 6.** Segunda pregunta del cuestionario

<b>¿Realizas encuestas de satisfacción para evaluar el producto o servicio?</b>				
	Frecuencia	Porcentaje	Porcentaje válido	Porcentaje acumulado
Válido TA	2	20.0	20.0	20.0
DA	2	20.0	20.0	40.0
ED	6	60.0	60.0	100.0
Total	10	100.0	100.0	

Fuente: Elaboración propia

**Figura 3.** Gráfica de pastel de la segunda pregunta del cuestionario



Fuente: Elaboración propia

Figure 3 shows that 20% fully agree (TA) to the statement that satisfaction surveys are conducted to evaluate the product or service, 20% agree (DA) to the statement and 60% report being fully disagree (TD). This second question corresponds to customer satisfaction

in the product or service indicator; Again there is no local precedent to compare. In turn, the results of the survey are outlined in table 6.

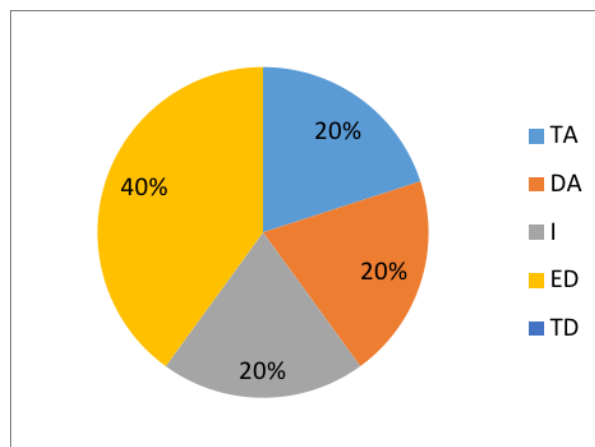
**Tabla 7.** Tercera pregunta del cuestionario

¿Te has preguntado lo que piensa el cliente en cuanto al precio del producto o servicio?				
	Frecuencia	Porcentaje	Porcentaje válido	Porcentaje acumulado
Válido TA	2	20.0	20.0	20.0
DA	2	20.0	20.0	40.0
I	2	20.0	20.0	60.0
ED	4	40.0	40.0	100.0
Total	10	100.0	100.0	

Fuente: Elaboración propia

Table 7 shows the frequency for each item response and their respective percentages. The values will be counted at the end to calculate the correlation coefficient.

**Figura 4.** Gráfica de pastel de la tercera pregunta del cuestionario



Fuente: Elaboración propia

With regard to Figure 4, it can be seen that 40% consider fully agree (TA) and agree (DA) to ask what the customer thinks about the price of the product or service, while 20 % say they feel undecided (I) in the face of the statement and finally 40% disagree (ED). This

third question corresponds to customer satisfaction in the price indicator, there is no local precedent to compare.

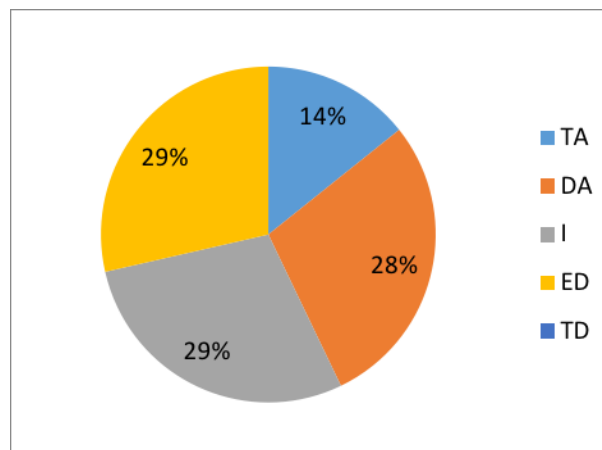
**Tabla 8.** Cuarta pregunta del cuestionario

¿Sabes qué nivel de servicio ofrece tu personal al cliente?				
	Frecuencia	Porcentaje	Porcentaje válido	Porcentaje acumulado
Válido TA	1	10.0	10.0	10.0
DA	3	30.0	30.0	40.0
I	3	30.0	30.0	70.0
ED	3	30.0	30.0	100.0
Total	10	100.0	100.0	

Fuente: Elaboración propia

Similarly, table 8 shows the frequency for each item response and their respective percentages. The values will be counted at the end to calculate the correlation coefficient.

**Figura 5.** Gráfica de pastel de la cuarta pregunta del cuestionario



Fuente: Elaboración propia

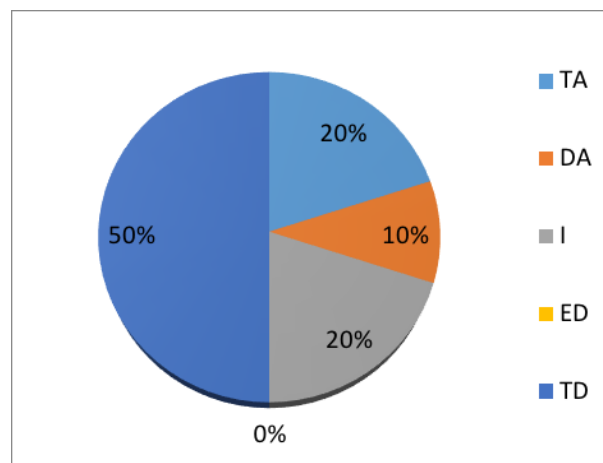
On the other hand, in figure 5 it can be seen that 14% consider to totally agree (TA) before the affirmation of knowing what level of service their staff offers to the client, while 28% refer to agreeing (DA), 29 % feel undecided (I) and finally 29% disagree (ED). This fourth question corresponds to the variable competitiveness of the company in the indicator of interest and there is no local precedent to compare.

**Tabla 9.** Quinta pregunta del cuestionario

¿Identificas oportunidades para introducir nuevos productos mediante el uso de encuestas de satisfacción del cliente?				
	Frecuencia	Porcentaje	Porcentaje válido	Porcentaje acumulado
Válido TA	2	20.0	20.0	20.0
DA	1	10.0	10.0	30.0
I	2	20.0	20.0	50.0
TD	5	50.0	50.0	100.0
Total	10	100.0	100.0	

Fuente: Elaboración propia

**Figura 6.** Gráfica de pastel de la quinta pregunta del cuestionario



Fuente: Elaboración propia

Figure 6 shows that 20% state that they totally agree (TA) that the opportunities to introduce new products are identified through the use of customer satisfaction surveys, 10% mention that they agree (DA), 20% He feels hesitant about the question (I) and finally 50% consider being totally at odds (TD). This fifth item corresponds to the variable dependent on competitiveness in the company for the strategy indicator and there is no local precedent to compare. In turn, the results of the survey are outlined in table 9.

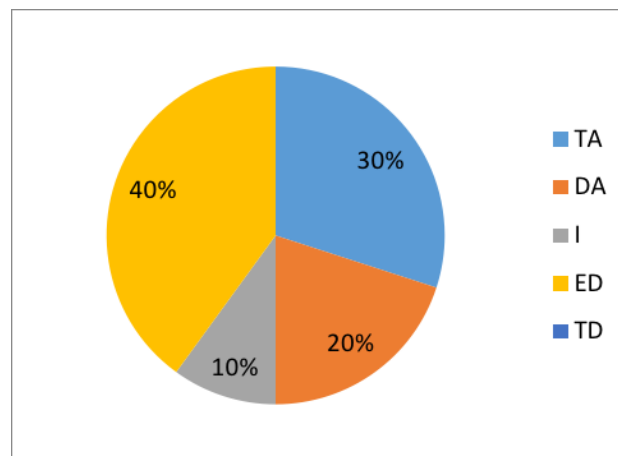
**Tabla 10.** Sexta pregunta del cuestionario

¿Conoces las razones por las cuales tienes clientes insatisfechos?				
	Frecuencia	Porcentaje	Porcentaje válido	Porcentaje acumulado
Válido TA	3	30.0	30.0	30.0
DA	2	20.0	20.0	50.0
I	1	10.0	10.0	60.0
ED	4	40.0	40.0	100.0
Total	10	100.0	100.0	

Fuente: Elaboración propia

Table 10 shows the frequency for each item response and their respective percentages. The values will be counted at the end to calculate the correlation coefficient.

**Figura 7.** Gráfica de pastel de la sexta pregunta del cuestionario



Fuente: Elaboración propia

Figure 7 shows that 30% and 20% consider fully agree (TA) and agree (DA), respectively, to the question about whether the reasons why they have dissatisfied customers are known. On the other hand, 10% feel undecided (I) and finally 40% say they disagree (ED) with the statement. This sixth question corresponds to the variable competitiveness in the company with the perception indicator and there is no local precedent to compare.

**Tabla 11.** Séptima pregunta del cuestionario

¿Conoce cuáles son los puntos que más les agradan a tus clientes?
---

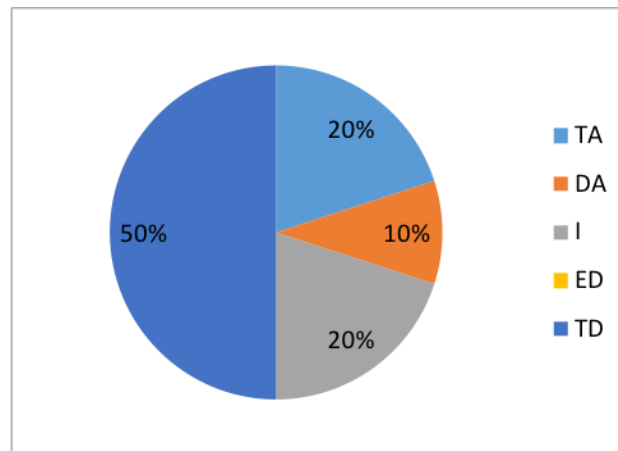


	Frecuencia	Porcentaje	Porcentaje válido	Porcentaje acumulado
Válido TA	2	20.0	20.0	20.0
DA	1	10.0	10.0	30.0
I	2	20.0	20.0	50.0
TD	5	50.0	50.0	100.0
Total	10	100.0	100.0	

Fuente: Elaboración propia

Similarly, table 11 shows the frequency for each item response and their respective percentages. The values will be counted at the end to calculate the correlation coefficient.

**Figura 8.** Gráfica de pastel de la séptima pregunta del cuestionario



Fuente: Elaboración propia

With regard to figure 8, 20% and 10% report being totally agree (TA) and agree (DA) that they know what are the points that their customers like best; while 20% feel undecided (I) and 50% feel totally disagree (TD). This seventh question corresponds to customer satisfaction with the perception parameter and there is no local precedent to compare.

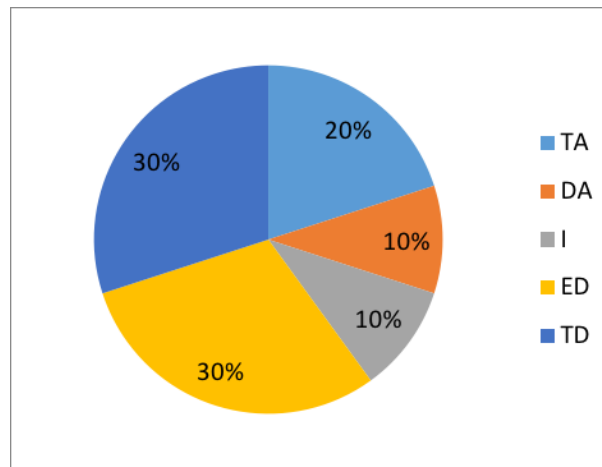
**Tabla 12.** Octava pregunta del cuestionario

¿Tienes claro qué hacer para retener a tus clientes?				
	Frecuencia	Porcentaje	Porcentaje válido	

				Porcentaje acumulado
Válido	2	20.0	20.0	20.0
TA	1	10.0	10.0	30.0
I	1	10.0	10.0	40.0
ED	3	30.0	30.0	70.0
TD	3	30.0	30.0	100.0
Total	10	100.0	100.0	

Fuente: Elaboración propia

Figura 9. Gráfica de pastel de la octava pregunta del cuestionario



Fuente: Elaboración propia

Finally, in figure 9 it can be seen that very few are clear about what to do to retain their clients, 20% and 10% consider to totally agree (TA) and agree (DA), while 10% feel undecided ( I). On the other hand, 30% consider disagreeing (ED) and the remaining 30% say they totally disagree (TD). This eighth question corresponds to the variable competitiveness in the company with the strategy indicator and there is no local precedent to compare. In turn, the results of the survey are outlined in table 12.

However, the correlation between each of the questions is established in Table 13. As can be seen, they correspond to the data for the analysis of the correlation between questions and between the answers to each item.

Tabla 13. Correlación entre cada una de las preguntas

		Te pregunt as a menudo lo que piensan tus clientes en cuanto a tu product o.	Realizas encuesta s de satisfacci ón para evaluar el producto o servicio.	Te has pregunta do lo que piensa el cliente en cuanto al precio del producto o servicio.	Sabes qué nivel de servicio o ofrece tu person al al cliente.	Identificas oportunida des para introducir nuevos productos mediante el uso de encuestas de satisfacci ón del cliente.	Conoces las razones por las cuales tienes clientes insatisfech os.	Conoce cuales son los puntos que más le agrada n a tus clientes	Tienes claro que hacer para retener a tus clientes
Te preguntas a menudo lo que piensan tus clientes en cuanto a tu producto.	Correlaci ón de Pearson	1	0.678*	0.821**	0.639 *	0.790**	0.881**	0.790 **	0.773 **
	Sig. (bilateral)		0.31	.004	0.47	0.007	0.001	0.007	0.009
	N	10	10	10	10	10	10	10	10
Realizas encuestas de satisfacci ón para evaluar el producto o servicio.	Correlaci ón de Pearson	0.678*	1	0.949**	0.943 **	0.923**	0.864**	0.923 **	0.951 **
	Sig. (bilateral)	0.031		0.000	0.000	0.000	0.001	0.000	0.000
	N	10	10	10	10	10	10	10	10
Te has preguntado lo que piensa el cliente en cuanto al precio del producto o servicio.	Correlaci ón de Pearson	0.821* *	0.949**	1	0.895 **	0.948**	0.951**	0.948 **	0.963 **
	Sig. (bilateral)	0.004	0.000		0.000	0.000	0.000	0.000	0.000
	N	10	10	10	10	10	10	10	10
Sabes qué nivel de servicio ofrece tu personal al cliente.	Correlaci ón de Pearson	0.639* *	0.943**	0.895**	1	0.870**	0.815**	0.870 **	0.896 **
	Sig. (bilateral)	0.047	0.000	0.000		0.001	0.004	0.001	0.000
	N	10	10	10	10	10	10	10	10
Identificas oportunida des para introducir nuevos productos mediante el	Correlaci ón de Pearson	0.790* *	0.923*	0.948**	0.870 **	1	0.959**	1.000 **	0.944 **
	Sig. (bilateral)	0.007	0.000	0.000	0.001		0.000	0.000	0.000

uso de encuestas de satisfacción del cliente.	N	10	10	10	10	10	10	10	10
Conoces las razones por las cuales tienes clientes insatisfechos.	Correlación de Pearson	0.881*	0.864**	0.951**	0.815**	0.959**	1	0.959**	0.918**
	Sig. (bilateral)	0.001	0.001	0.000	0.004	0.000		0.000	0.000
	N	10	10	10	10	10	10	10	10
Conoce cuales son los puntos que más les agradan a tus clientes.	Correlación de Pearson	0.790*	0.923**	0.948**	0.870**	1.000**	0.959**	1	0.944**
	Sig. (bilateral)	0.007	0.000	0.000	0.001	0.000	0.000		0.000
	N	10	10	10	10	10	10	10	10
Tienes claro que hacer para retener a tus clientes.	Correlación de Pearson	0.773*	0.951**	0.963**	0.896**	0.944**	0.918**	0.944**	1
	Sig. (bilateral)	0.009	0.000	0.000	0.000	0.000	0.000	0.000	
	N	10	10	10	10	10	10	10	10

\* La correlación es significativa en el nivel 0.05 (bilateral).

\*\* La correlación es significativa en el nivel 0.01 (bilateral).

Fuente: Elaboración propia

There is a relationship between the variable customer satisfaction (measured in its indicators perception, product, service and price) with the variable competitiveness (measured in its indicators perception, interest and strategies) that allows to estimate its dependence.

## Discussion

In this quasi-experimental investigation, the Cronbach's alpha of 0.978, derived from the frequency data, implies a high level of reliability of the instrument. The foregoing allows us to issue some considerations: the need to meet customer needs is confirmed in order to achieve the competitiveness of the company; The Likert-style questionnaire was used to know the liking or dislike of the customer satisfaction variable and the importance that companies give to the development of their competitiveness.

When applying the surveys to the owners of the 10 companies, regarding the variable of customer service, it is observed that, although they mostly indicate that they do think about the opinion of their clients regarding the product or service they offer, this contrasts with the lack of interest in applying satisfaction surveys to evaluate the product or service. What is also corroborated when there is no interest in asking what the customer thinks about the price of the product or service. A similar trend is observed when asked about the level of service offered by their staff to the client, since they do not have an objective way to assess it.

In turn, the lack of perspective when considering customer satisfaction as a variable that must be studied to improve the competitiveness of the company is expressed in the fact of not considering the results as an opportunity that allows them to introduce new products or improve services. They currently lend. This is reflected by not showing interest in knowing the reasons why they have dissatisfied customers, not knowing what are the points that their customers like most and not being clear about what to do to retain their customers.

The correlation between the variables customer satisfaction and competitiveness of the company is observed for these small and medium-sized companies in the Chalco Valley, since ignoring the former cannot influence the latter. This result is contrary to what is expected in the national policy to boost small and medium enterprises presented by Inadem (2019). The brief statistical analysis shows precisely this tendency in the dependence of both variables.

Something that is interesting to highlight is the number of responses that business owners express as undecided, because, on the one hand, they claim to know in a superficial way the customer satisfaction as an important element of the competitiveness of the company, but, for the other, they have no idea where to direct their efforts or how to adopt strategies to solve it.

## Conclusions

The literature on business development emphasizes that companies must take into account how important the customer is for the efficient development of the organization, because, thanks to this, competitiveness can be achieved, as well as fostering a differentiating competitive advantage. That trend is clear on paper and even when the owner of the company is asked, but the results applied to the 10 companies in Valle de Chalco show that there is indecision and ignorance of important aspects of customer satisfaction that should be

considered so that a Competitive company generate more jobs. But even this ceases to make sense for an employee who is only focused on their work and is not interested in what the customer thinks of the product or service provided by the company, which, it should be noted, is one more indicator that should be added later to the present study

There are several statistical techniques to explore the relationship between the study variables. However, we chose a correlational analysis complemented by a quasi-experimental study to integrate quantitative and qualitative information that would provide elements for the analysis of the relationship between customer satisfaction and the competitiveness of the company. This relationship through its indicators of perception, interest, strategies, product, service and price.

From the results obtained, the following observations are induced. In the first place, it is necessary to have a customer satisfaction questionnaire, but not before identifying the characteristics that it should have, according to what the customers think about the product. Another important factor is that the entrepreneur really takes into account the opinion of his customers regarding the service or product. The perception indicator is objective to determine the level of progress in customer satisfaction.

It is necessary for the company to know exactly which points they like most about the product or service to their customers. Finally, they must be clear about what to do to retain them; Look for the necessary strategies. Undoubtedly this represents a niche of latent opportunity for business training and is an element to consider in entrepreneurship. The results obtained are not replicable for small and medium-sized companies with greater staff and income because in their case the owners maintain customer satisfaction as a company policy; This is not the case in microenterprises with smaller or less personal turnover.

For the independent customer satisfaction variable, the perception parameter remains at a limited level of idea or existence; the product as something important to consider, although it is not known how, and it is not the pleasure of the entrepreneur to question the price-quality relationship in the service or product, which is the third parameter. While for the variable dependent on competitiveness in the company, the perception indicator remains at the level of an idea that cannot be estimated, that of interest as latent and that of strategies as unknown. This brief radiography of the level of competitiveness of the companies of Valle de Chalco Solidaridad, in the eastern part of the State of Mexico, provides elements of

analysis that allow a better way to carry out the national policy of promotion to small and medium enterprises as generating jobs.

## References

- Acosta, C. (2017). Importancia de la excelencia en el servicio al cliente para el sector turístico. *Revista Caribeña de Ciencias Sociales*. Recuperado de <http://www.eumed.net/rev/caribe/2017/09/excelencia-servicio-cliente.html>.
- Álvarez, C. (2012). *Satisfacción de los clientes y usuarios con el servicio ofrecido en redes de supermercado gubernamentales*. (tesis de maestría inédita). Universidad Católica Andrés Bello, Caracas. Recuperado de <http://biblioteca2.ucab.edu.ve/anexos/biblioteca/marc/texto/AAS3832.pdf>.
- Bautista, A. (2019) Clasificación de las empresas según su actividad o giro. *Vida científica*. Recuperado de [http://www.academia.edu/16247971/Clasificacion\\_de\\_las\\_empresas\\_segun\\_su\\_actividad\\_o\\_giro](http://www.academia.edu/16247971/Clasificacion_de_las_empresas_segun_su_actividad_o_giro).
- Blacutt, M. (2013). *El desarrollo local complementario*. Recuperado de <http://www.eumed.net/libros-gratis/2013/1252/concepto-empresa.html>.

- Caurin, J. (13 de marzo de 2017). Tipos de empresas. *emprendepyme.net*. Recuperado de <https://www.emprendepyme.net/tipos-de-empresas>.
- Cervantes, V., Ballesteros, L. y Hernández, C. (2012). Programas para elevar la competitividad de las empresas en México. *Observatorio de la Economía Latinoamericana*, (162). Recuperado de <http://www.eumed.net/cursecon/ecolat/mx/2012/vlc.html>.
- Chafino, E. (10 de octubre de 2018). El papel de las Pymes en la generación de empleo: Grupo Human. *Al momento*. Recuperado de <https://almomento.mx/el-papel-de-las-pymes-en-la-generacion-de-empleo-grupo-human/>.
- Consejo Nacional de Población [Conapo]. (2012). *Índice de marginación por localidad 2010*. Ciudad de México, México: Consejo Nacional de Población. Recuperado de <http://www.microrregiones.gob.mx/catloc/LocdeMun.aspx?tipo=clave&campo=loc&ent=15&mun=122>.
- Diccionario de economía para estudiantes. (2018). *Concepto de empresa*. Recuperado de <http://www.eumed.net/diccionario/definicion.php?dic=4&def=729>.
- Gómez, E. (24 de septiembre de 2018). Cómo medir la satisfacción del cliente en una Empresa. *Think Big/Empresas*. Recuperado de <https://www.contunegocio.es/marketing/como-medir-satisfaccion-cliente-empresa/>.
- Instituto Nacional del Emprendedor [Inadem]. (2019). Misión del Inadem. México: Instituto Nacional del Emprendedor. Recuperado de <https://www.inadem.gob.mx/institucional/>.
- Instituto Nacional de Geografía, Estadística e Informática [Inegi]. (2018.). Microregiones de Valle de Chalco Solidaridad. México: Instituto Nacional de Geografía, Estadística e Informática. Recuperado de <http://www.microrregiones.gob.mx/catloc/contenido.aspx?refnac=151220001>.
- Meza, E. (10 de septiembre de 2018). Las mipymes y los emprendedores brindan 52% de los empleos del país: Peña Nieto. *El Economista*. Recuperado de <https://www.economista.com.mx/empresas/Las-mipymes-y-los-emprendedores-brindan-52-de-los-empleos-del-pais-Pena-Nieto-20180910-0055.html>.
- Mieles, M. y Rodríguez, B. (2017). La satisfacción del cliente dentro del mercado de microempresas de servicio de catering. *Revista Observatorio de la Economía*





Latinoamericana.

Recuperado

de

<http://www.eumed.net/cursecon/ecolat/ec/2017/catering.html>.

Vélez, B. (2019). La satisfacción del cliente como objeto empresarial. *Herramientas Empresariales*. Recuperado de

<http://herramientas.camaramedellin.com.co/Inicio/Accesoamercados/BibliotecaServicioalCliente/Satisfacciondelclientecomooobjetivoempresarial.aspx>.

Zambrano, C. (2017). La técnica didáctica del buen humor y su incidencia en la calidad de los aprendizajes de los estudiantes de la Universidad Técnica de Manabí. 2015. (tesis de doctorado). Universidad Nacional Mayor de San Marcos, Lima, Perú. Recuperado de <http://www.eumed.net/tesis-doctorales/2017/erzc/tipificacion.htm>.

## Anexo

### Cuestionario

Se realiza el presente cuestionario para analizar la problemática sobre la relación entre la **satisfacción del cliente** y la **competitividad de la empresa**. Se agradece su colaboración para contestarlo. Expresé su posición respecto a las siguientes afirmaciones:

Escala	Valor
5	Totalmente en desacuerdo
4	En desacuerdo
3	Indeciso
2	De acuerdo
1	Totalmente de acuerdo

Ítems	5	4	3	2	1
¿Te preguntas a menudo lo que piensan tus clientes en cuanto a tu producto?					



¿Realizas encuestas de satisfacción para evaluar el producto o servicio?					
¿Te has preguntado lo que piensa el cliente en cuanto al precio del producto o servicio?					
¿Sabes qué nivel de servicio ofrece tu personal al cliente?					
¿Identificas oportunidades para introducir nuevos productos mediante el uso de encuestas de satisfacción del cliente?					
¿Conoces las razones por las cuales tienes clientes insatisfechos?					
¿Conoces cuáles son los puntos que más les agradan a tus clientes?					
¿Tienes claro qué hacer para retener a tus clientes?					

Rol de Contribución	Autor (es)
Conceptualización	Esperanza «principal», Magally «que apoya».
Metodología	Esperanza «principal», Magally «que apoya».
Software	Juan Manuel Sánchez Soto «principal», Magally, Esperanza «que apoya».
Validación	Magally», Esperanza «que apoya».
Análisis Formal	Magally «principal», Esperanza «que apoya».
Investigación	Esperanza «principal», Magally «que apoya».
Recursos	Esperanza «principal», Magally «que apoya».
Curación de datos	Magally «principal», Esperanza «que apoya».
Escritura - Preparación del borrador original	Esperanza «principal», Magally «que apoya».
Escritura - Revisión y edición	Magally «principal», Esperanza «que apoya».
Visualización	Esperanza, Magally «por igual».
Supervisión	Magally «principal», Esperanza «que apoya».



Administración de Proyectos	Anabelem Soberanes Martín «principal», Magally, Esperanza «que apoyan».
Adquisición de fondos	Esperanza «principal», Magally «que apoya».