Artículos Científicos

Modelo teórico de empresarialidad rural y su influencia en la competitividad de las mipymes

Theoretical Model of Rural Entrepreneurship and Its Influence on the Competitiveness of MSMEs

Modelo teórico de empreendedorismo rural e sua influência na competitividade das MPMEs

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Resumen

Este estudio propone un modelo teórico de empresarialidad rural que se analiza a través del modelo nacional para las mipymes competitivas presentado por el Instituto para el Fomento a la Calidad Total [IFCT] (2010). El objetivo consiste en determinar si la planeación estratégica contribuye sobre la empresarialidad de las empresas rurales, así como en medir el grado de influencia que la empresarialidad tiene sobre las actividades de alianzas estratégicas, relación con sus clientes y recursos humanos. El método que se utilizó fue de corte cuantitativo, no experimental, de tipo transversal. El sujeto de estudio fueron las mipymes

del medio rural del valle de Mexicali, Baja California, México. Para el análisis estadístico, se aplicó el método multivariante de segunda generación denominado *modelación de ecuaciones estructurales con mínimos cuadrados parciales* (PLS-SEM). El modelo estructural presentó como resultado que la variable dependiente Empresarialidad sí es influenciada por la variable independiente Planeación Estratégica, es decir, las acciones de estrategias de mercado, infraestructura, innovación de nuevos productos y mercados, así como imagen empresarial, sí influyen en el proceso de empresarialidad, particularmente en el plan de sucesión, comunicación empresa-familia y la integración de trabajadores-familia. De igual manera, cuando las empresas familiares del medio rural desarrollan su empresarialidad, esta ejerce influencia sobre la generación de alianzas estratégicas, relación con sus clientes y su integración del recurso humano, lo que significa que una mipyme del medio rural debe adoptar acciones de planeación para que su competitividad se vea fortalecida.

Palabras clave: competitividad, empresarialidad rural, empresas familiares, planeación estratégica

Abstract

This study proposes a theoretical model of rural entrepreneurship that is analyzed through the national model for competitive MSMEs presented by the Instituto para el Fomento a la Calidad Total [IFCT] (2010). The objective is to determine if strategic planning contributes to the entrepreneurship of rural companies, as well as to measure the degree of influence that entrepreneurship has on the activities of strategic alliances, relationships with their clients and human resources. The method used was quantitative, non-experimental, cross-sectional. The study subject was the MSMEs from the rural environment of the Mexicali Valley, Baja California, Mexico. For the statistical analysis, the second generation multivariate method called partial least squares structural equation modeling (PLS-SEM) was applied. The structural model presented as a result that the dependent variable Entrepreneurship is influenced by the independent variable Strategic Planning, that is, the actions of market strategies, infrastructure, innovation of new products and markets, as well as business image, do influence the process of entrepreneurship, particularly in the succession plan, company-family communication and the integration of workers-family. Similarly, when family businesses in rural areas develop their entrepreneurship, this exerts influence on the

generation of strategic alliances, relationships with their clients and their integration of human resources.

Keywords: competitiveness, rural entrepreneurship, family businesses, strategic planning.

Resumo

Este estudo propõe um modelo teórico de empreendedorismo rural que é analisado por meio do modelo nacional de MPMEs competitivas apresentado pelo Instituto para a Promoção da Qualidade Total [IFCT] (2010). O objetivo é verificar se o planejamento estratégico contribui para o empreendedorismo das empresas rurais, bem como medir o grau de influência que o empreendedorismo exerce sobre as atividades de alianças estratégicas, relacionamento com seus clientes e recursos humanos. O método utilizado foi quantitativo, não experimental, transversal. O sujeito do estudo foram as MPMEs do meio rural do Vale Mexicali, Baja California, México. Para a análise estatística, foi aplicado o método multivariado de segunda geração denominado modelagem de equações estruturais de mínimos quadrados parciais (PLS-SEM). O modelo estrutural apresentou como resultado que a variável dependente Empreendedorismo é influenciada pela variável independente Planejamento Estratégico, ou seja, as ações de estratégias de mercado, infraestrutura, inovação de novos produtos e mercados, bem como a imagem do negócio, influenciam no processo de o empreendedorismo, nomeadamente no plano de sucessão, a comunicação empresa-família e a integração trabalhadores-família. Da mesma forma, quando as empresas familiares do meio rural desenvolvem seu empreendedorismo, este exerce influência na geração de alianças estratégicas, relacionamento com seus clientes e sua integração de recursos humanos, o que significa que uma MPME no meio rural deve adotar ações de planejamento para que sua competitividade seja fortalecido.

Palavras-chave: competitividade, empreendedorismo rural, empresas familiares, planejamento estratégico.

Introduction

Micro, small and medium-sized enterprises (MSMEs) in Mexico represent 99.8% of the total economic units in the country, generate 78.5% of employment and also contribute 52% of the gross domestic product (GDP), according to Saavedra and Saavedra (2014). Rural production is a fundamental part of the economic contribution, because the fabric of the value chain that is formed promotes the generation of family businesses. For the Instituto del Fomento a la Calidad Total [IFCT] (2010), MSMEs must be integrated, through the national model for competitive MSMEs (see figure 1), to the value chain of their predominant activity, be they in the middle urban or rural.

Baja California is a state that concentrates a significant number of rural population. This condition implies the formation of businesses in each of the rural communities. According to the Sectorial Economic Development Program 2009-2013 (Mungaray, 2019), there are 4,511 towns or rural localities in Baja California, which represent 8% of the total population. However, the weak business formation of these rural businesses leads to unprofessional organizations, lack of succession planning and weak administration caused by the absence of effective communication, conditions that could be improved through the development of strategic planning. to promote competitiveness and economic growth.

Taking into account the above, the objective of the theoretical model of rural entrepreneurship proposed here is to determine if strategic planning contributes to the entrepreneurship of rural companies and to measure the degree of influence that entrepreneurship has on the activities of strategic alliances, in relation to their clients and human resources. The hypotheses state the influence that one variable exerts on another:

- H_1: Strategic Planning → Entrepreneurship;
- H_2: Entrepreneurship → Strategic Alliances;
- H_3: Entrepreneurship → Relationship with Clients;
- H_4: Entrepreneurship → Human Resources;
- H_5: Alianzas Estratégica → Relationship with customers;
- H_6: Relationship with customers → Human Resources, and
- H_7: Strategic Planning → Human Resources (see figure 2).

The analysis method used was quantitative. The SmartPLS program version 3.2.8 was used as a support tool. The population under study were entrepreneurs engaged in the trade, service and production of livestock in minor species located in Ciudad Morelos, a town

located within the Mexicali Valley, Baja California, Mexico. The instrument for data collection was a Likert scale survey.

Theoretical framework

This section addresses the theories of the constructs analyzed in the structural model developed in this research. Entrepreneurship, strategic alliances, customer relations, human resources and strategic planning are theoretically broken down to identify the indicators that make up the applied measurement instrument. The theoretical analysis goes from the general to the particular of family businesses in rural areas.
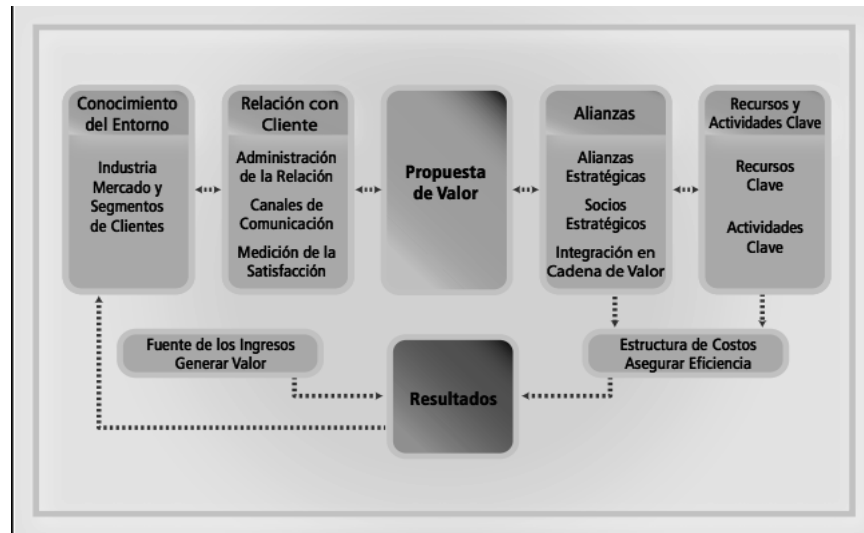
Competitiveness

Esser, Hillebrand, Messner and Meyer (1996) They mention that competitiveness is the product of a complex and dynamic pattern of interaction between the State, companies, intermediate institutions and the organizational capacity of a society. The competitiveness of the economy rests on objective-directed measures, articulated in four levels of the system: macro, goal, micro and meso, based on a multidimensional concept of conduction (Esser et al., 1996).

This work addresses the micro level. The micro level focuses on efficiency, quality, flexibility and reaction speed by companies through improvements in management capacity, business strategies, innovation, productive practices, collaboration networks, business logistics management. and good interaction with suppliers, producers and customers.

The IFCT (2010) proposes a model for MSMEs that aims to promote competitiveness through the development of the internal capacities of a company, as well as the management of human resources in areas such as the management of financial materials or knowledge business. This model is composed of a series of questions that invite reflection on the environment, the administration, the relationship with the clients, the definition of the value proposition, the formalization of alliances, the management of resources and key activities, the control sources of income, the control of its cost structure and, finally, the measurement of the results on the implemented strategies (see figure 1).

Figura 1. Modelo nacional para las mipymes competitivas

Note: the image shows that, to promote the viability and competitiveness of MSMEs, it is necessary that they know the environment, the administration of the relationship with customers, the definition of a value proposition, the generation of alliances, the management of resources, as well as control of income sources and their cost structure.

Fuente: IFCT (2010)

The model in question considers that MSMEs must find creation and development actions in the specific areas of entrepreneurship, alliances, customer relations, human resources and strategic planning, among others. However, there are specific competitiveness models and actions for family businesses, such is the case of the 4C model proposed by Miller and Breton (2006). This model summarizes four strategic objectives that successful family businesses develop: continuity, community, connection and control. Continuity refers to the succession of the family business (in this objective the loyalty of the members is presented); the community considers human talent as the differentiating factor that enhances the competitiveness of an organization, which must be trained and loyal; The connection aims to strengthen the relationship with suppliers, the community, customers and the Government through mutual benefit, and the control is focused on a transformational leadership that does not impose rules and orders, but rather encourages and motivates staff to develop strategies aimed at competitiveness. .

For its part, the 4P model proposed by Ward (2004) considers that long-lived family businesses have certain special and particular competitive advantages: politics, purpose, process and kinship. Regarding the first, it determines the present and future decisions of people (Vallejo, 2011). In addition, it brings with it efficient conflict management and

effective communication. Vanoni and Pérez (2015) state that communication is very important to decree the governance of the family, the business and the wealth. As for the second, the purpose, it focuses on family motivation to integrate projects, exercise family assets responsibly and intelligently face adversities in the company and in the family. The processes seek the solution of conflicts through meetings, freedom of thoughts, discussions, among other aspects, that is, it proposes constant, empathic communication and the resolution of conflicts so that the family well-being does not take precedence over that of the company or vice versa (Pasten and Huepe, 2011). Finally, kinship, according to Espinoza and Espinoza (2012), encloses the family bond, seeks harmony and a good family climate both inside and outside the organization.

These two models (4P and 4C) visualize the development of human resources as a lever for promoting competitiveness in family businesses. Again, the development of business management, strategic planning and human resources outline a formula that results in the permanence of this type of company. Pérez, Solano, Uzcátegui and Zamora (2017) propose that family businesses should pay special attention to the area of technology, as well as to research and development of new products and services that satisfy the needs of customers with increasingly high demands. and with high purchasing power. Now, competitiveness theories are directly related to entrepreneurial actions, in such a way that the specific term for family businesses should be discussed.

Entrepreneurship

Figueroa, Figueroa, de los Ríos, Figueroa and Hernández (2010) establish that entrepreneurship is the ability or competence to generate and create new business initiatives, which have an influence on territorial and economic development. Arango (2011), for his part, refers to the Austrian economist Kirzner, who affirms that in all human action there is the entrepreneurial element. It is about the drive and insight to set goals and design the means to achieve them.

On the other hand, entrepreneurship is considered as the skill that is developed through education. Bossio (2017) considers that entrepreneurship education, the promotion of an entrepreneurial culture and entrepreneurship are key to generating business development and equity. Regarding the focus of this work, entrepreneurship should be promoted in rural areas and education, culture and entrepreneurship should never be forgotten within the business-family: both actions will result in the durability of rural businesses. .

Parra (2010) clarifies that rural microenterprises are all those permanent units for the production of goods and services in the rural sector in which the employer and his family are at the same time workers of the company.

The family business is the generality within the area of MSMEs in Mexico, and this business constitution is more common in rural areas. In this regard, Belausteguigoitia (2014) lists six deep problems of this type of organization: familiarism (nepotism), confusion between company and family, excess of relatives in the company (rivalry), resentment (conflict), generation of prisoners and unprofessional organization . Still, one of the main problems of family businesses is that they lack a succession plan, which often leads to the decline of these organizations.

Beltrán, Salinas and Argüelles (2014) establish that an effective succession plan must seek in the successor business skills and values, agility to plan and quickly address the needs of the company, the ability to retain and develop the best talents, and the ability to evaluate the current and future needs of the company. Lacayo and García (2011) add one more weakness, namely, the ineffective communication that usually exists in family businesses, which results in administrative problems. According to Alfonso Del Valle Azcué (Notimex, February 2, 2012), director of the Sustainable Growth consultancy, the development of communication skills in family business managers to listen and offer information to their subordinates is the key to success. in this type of company.

On the other side of the coin, and as mentioned above, family businesses also have important advantages compared to other types of organizations. Goyzueía (2013) lists six of them: 1) commitment (sense of belonging), 2) knowledge (know-how), 3) flexibility (the family dedicates their time to the work of their company), 4) long-term planning (family is efficient in planning ahead), 5) reliability and pride (founder's pride extended to family members), and 6) stable culture (employee seniority shapes performance culture and values). Furthermore, following Goyzueía (2013), all these advantages translate into specific values of the family business: greater degree of commitment and dedication; higher degree of self-financing and reinvestment; better market orientation; greater bonding with customers; more enthusiastic behavior of workers; important desire for improvement and the capacity for progress, and competitive flexibility and adjustment capacity. In other words, communication and collaboration between family members can be the difference between a successful company and a failed one.

Strategic Alliances

Associativity in MSMEs seeks to improve commercial, financial and operational activity. To a lesser extent, association is preferred for cooperation in administrative aspects and improvements in service provision, as stated by Molina et al. (2009). Under the same order of ideas, Molina and Vasquez (2009) consider the strategic alliances that MSMEs make with other organizations an alternative to obtain a competitive advantage, since administrative strengthening, financial consolidation and improvement in the operational process. At the same time, alliances support flexibility, dynamism, survival instinct, an atmosphere of trust and a high sense of collaboration. The alliances made in MSMEs augur a high possibility of success, as stated by Rodríguez (2015).

Rodríguez (2015) himself explains that strategic alliances are generally practiced to defend themselves against large companies and thus form part of a competitive environment. Elizararáz, Molina, Quintero, Sánchez and García (2018) comment that strategic alliances represent transformational leadership in these companies. Normally, they are preceded by assertive communication and two-way motivation, all of which translates into a better work environment, customer satisfaction, product or service development and the creation of competitive advantages. Navarrete (2012) supports this idea that the formation of alliances by MSMEs is the reflection of an effective communication that allows the collection of information, decision-making and the execution of these. Finally, Navarrete (2012) mentions that the World Economic Forum [WEF, for its acronym in English] (2010) affirms that to the extent that MSMEs have a good organizational culture, productivity will improve, due to making the right decisions. , which will allow them to be more competent and innovate constantly.

Relationship with customers

In the book coordinated by Nogales (2007) it is suggested that all rational planning begins with the analysis of the future needs of the company and the needs of the client or consumer. The authors of this document state that the reason for being of a company lies in the existence of satisfied customers (Nogales, 2007). The knowledge of the needs of the clients begins with the attention that is offered to the client. Ward (2004) mentions that a company must develop skills to serve and manage customer money responsibly. In addition, he indicates that a leader must add new dimensions of customer service analysis, which will

depend on the type of company, the type of product or service offered, as well as the environment where the business is developed.

The relationship with customers and their satisfaction allows family businesses to last over time (from generation to generation); however, customer loyalty does not only lie in sales prices or product quality. Ayup, De la Garza and Banda (2008, cited in Soto, 2013) recognize that brand image and organizational culture also impact the permanence and positioning of the family business. Blanco (2009) shares that customer service, as well as tangible cleanliness, order, and external appearance of physical facilities, personnel and equipment, also affect customers' purchasing decisions.

Ferrell and Hartline (2009) indicate that the image of the company and its products can reach the point where the customer becomes a true satisfied follower of the company or its products. However, satisfaction does not usually ensure customer loyalty. Considering that a satisfied customer is a loyal customer is a mistake (Chiesa de Negri, 2009). Customer satisfaction often depends on the guarantees that are offered, as well as the promotions that are offered to the buyer. Undoubtedly, MSMEs in rural areas must also consider these aspects of relationship with clients in their formalization process.

Human Resources

Sánchez and Herrera (2016) They state that the theory based on resources and capacities of the company has a special interest in the role of human resources and the capacities of strategy elaboration and main determinants of profitability. Rural MSMEs are not alien to this theory, because these organizations are fundamentally heterogeneous in their resources and internal capacities. The two premises that are embodied in this theory are: 1) internal resources and capabilities provide the basic direction for the organization's strategy and 2) resources and capabilities are the primary source of benefits or profitability for the company.

Ketkar and Sett (2009) corroborate that behavioral flexibility improves business performance on three levels: worker performance, operational performance and financial performance; In other words, job promotions and training related to customer service allow financial returns and, in turn, increase business competitiveness. Today, a competitive factor that organizations have is human talent, which contributes skills, abilities and competencies to the organization. Human resources are considered the most valuable asset of an organization (Prieto, 2013). Likewise, the authors cited here agree that the properly trained

human factor contributes to organizations using fewer resources to provide the same level of business.

It should be noted that business competitiveness is based on the application of new business strategies, and that the main indicator of this is human resources. That is why companies must pay close attention to the processes of hiring, training and promoting staff. Likewise, MSMEs must develop their human talent to achieve their business objectives (Solleiro and Castañón 2005; Saavedra 2012). In family businesses, people work predominantly as a team, a condition that impacts on the development of work, as well as on the remuneration received by team members. To achieve harmonious collaboration, a series of strategies, procedures and methodologies are required (Jaramillo 2012). And in this line, Saavedra (2012) and Jaramillo (2012) suppose that teamwork manifests an organizational change in family businesses, because the interaction between family-business members can influence the direction, motivation, Organizational communication and participation with a cooperative and not individualistic attitude.

Strategic planning

There are no differences between the strategic planning carried out by small and large companies; it is only considered that there is a higher level in decisions about goods or services, geographic location, structure and appointment of managers, among others. Strategic planning must consider the direction, guidelines or policies that guide and facilitate the company's decisions to function internally and externally. This will determine the failure or success of the organization (Contreras, 2013). MSMEs, seeking their permanence, devise forms of commercialization. Contreras (2013) distinguishes that strategy is the determination of long-term goals and objectives, as well as the determination of actions to be undertaken and the allocation of resources to achieve goals. Each of the previously named authors confirm that the essence and nature of the business is what allows planning for the future.

Indeed, MSMEs in rural areas must strengthen their market strategies to become more competitive. Cerón, Alcántara and Figueroa (2010) confirm that market strategies allow a mixture of products to be made in an assortment of sizes, colors, models, prices and quality of the product offered. Some of these strategies can be: product mix, price (pricing policies), promotions, (advertising, personalized sales, packaging and sales promotion) or distribution strategies through channels or channels of the business domain. The potentialities and

abilities of human resources are the source for MSMEs to achieve greater interaction in the market.

However, the corporate image inspires confidence and professionalism. MSMEs are not exempt from being able to increase this asset. For Castillo and Machado (2010), there are some benefits over the image: easy recognition by clients, being quickly remembered, being able to differentiate themselves from their competitors, acting as a prospective tool for new clients and increasing the motivation of current staff, among some other aspects. In this sense, the corporate image aims for MSMEs to stand out. Strategic communication must contribute to forming a solid identity and a favorable image for its public (possible partners), as stated by Guarneros (2014).

Methodology

This research is of a quantitative non-experimental cross-sectional type, because it sought to observe the behavior of rural companies in the first semester of 2019. The study population was made up of entrepreneurs (commerce and services) and livestock producers (minor species) from the Mexicali Valley, Baja California, Mexico. More specifically, the geographic scope was limited to the Ciudad Morelos delegation, which has eight ejidos, four colonias, four towns, and 13 rancherías, with a population of approximately 17,000 inhabitants. The data collection technique was the snowball and the instrument for the collection of information used was a survey. This survey was initially composed of 108 items, divided into eight sections: "General information", "Personal prospective", "Communication technologies", "Entrepreneurship", "Resources and key activities", "Knowledge of the environment", "Relationship with clients "and" Strategic alliances ".

The variables of analysis of the present investigation were: Entrepreneurship (EMP), Strategic Alliances (AAE), Relationship with Clients (CR), Human Resources (HR) and Strategic Planning (RPE). Table 1 shows the operationalization of the variables, as well as the evaluated items that make up the latent variables.

Tabla 1. Operacionalización de la variable

Variables latentes	Indicadores	Ítems del instrumento	Núm. de ítems validados por análisis factorial (AFE)	
Total de preguntas con base en el instrumento: 35			Permanecieron: 21	
Empresarialidad (EMP)	Plan de sucesión	10	3	EMP42
	Comunicación empresa-familia			EMP44
	Familia/trabajadores			EMP47
Alianzas Estratégicas (AAE)	Toma de decisiones familiares/empresa	8	4	AAE73
	Alianzas/ mejorar ingresos			AAE76
	Alianzas/ mejorar servicio al cliente			AAE77
	Alianzas/mejorar procesos (competidores)			AAE78
Relación con los Clientes (RC)	Capacitación en atención al cliente	6	4	RC69
	Comodidad de instalaciones/cliente			RC70
	Garantías			RC71
	Promociones			RC72
Recursos Humanos (RH)	Promociones laborales por habilidades	5	4	RRH 87
	Promociones laborales por productividad			RRH 88
	Contrataciones/realizar entrevistas			RRH 90
	Capacitación			RRH 91
Planeación Estratégica (RPE)	Estrategias de mercado (competencia)	6	6	RPE102
	Infraestructura/renovación de equipo			RPE104
	Innovación/nuevos productos			RPE105
	Mercado/nuevos mercados			RPE106
	Imagen empresarial			RPE107

Fuente: Elaboración propia

To maximize the explanatory power of the set of variables, the instrument was validated with exploratory factor analysis (EFA). Consequently, of the 35 items used for this research, only 21 remained: the EMP variable with three items, AAE with four, CR with four, RH with four and RPE with six items. To test the hypotheses, the second generation multivariate method called Partial Least Squares Structural Equation Modeling (PLS-SEM) was used. This quantitative technique for modeling structural equations based on analysis from variance, such as perfect least squares (PLS), aims to predict and explore variables (Henseler, Hugona & Ash Ray, 2016). For its part, SEMs in the social sciences allow us to recognize causal relationships between constructs and thereby create models of measurement error (Fornell, 1982).
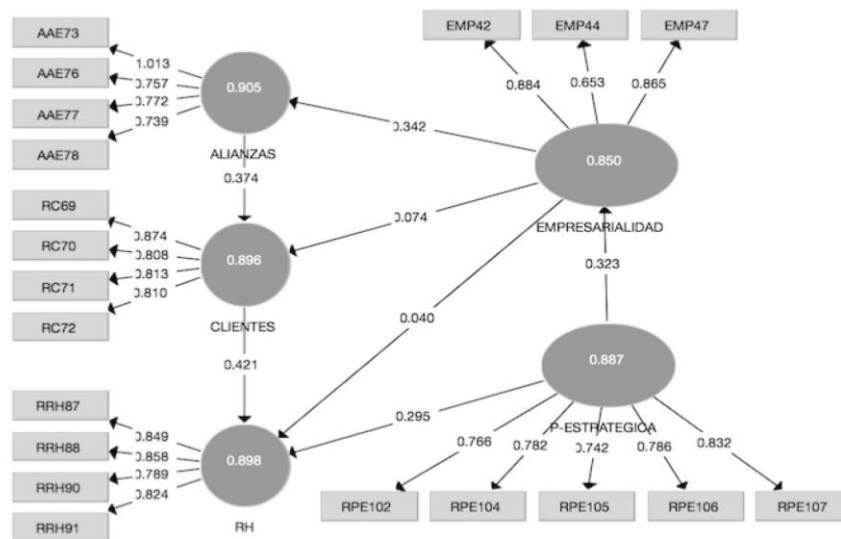
The PLS-SEM variance-based approach is used in predictive, exploratory and confirmatory research (Henseler et al, 2016). This work evaluated the measurement model and later the structure of the reflective type model. Rigdon (1998) indicates that structural equations simultaneously examine interdependence relationships between constructs, which represent variables, and in turn carry out error measurements. Kwong-Kay (2013) comments that the PLS-SEM is known for its ability to handle small sample sizes. For his part, Hoyle (1995) recommends a sample size of 100 to 200 to potentiate the results. The sample of this research considered 281 rural MSMEs from the Mexicali valley, for which the parameters mentioned by the authors were met, with the ultimate aim of obtaining robustness in the results.

The PLS-SEM technique allowed to perform content validity, reliability, evaluated by Cronbach's alpha, and composite reliability; convergent validity (mean extracted variance [AVE]) was run. Discriminant validity was also verified using the Fornell-Larcker criterion, cross loads and the Heterotrait-Monotrait Ratio (HTMT) criterion. Subsequently, the hypotheses were supported and tested based on Student's t values, Path's coefficient (standardized ß) and p-value. To finalize the statistical tests, the predictive capacity (R2), predictive relevance (f2) and the global model fit criterion (SRMR) were run. These tests corroborate the prediction capacity of the constructs, as well as their relevance; to support the efficiency of the global adjustment of the structural model.

Results

The proposed second order model contains reflective indicators for each of the business activities and strategic planning. The PLS allows to calculate constructs of first and second order; the former are reflective or formative and the latter only reflective (Chin and Gopal, 1995). The proposed structural model studies the bivariate correlations between the reflective indicators, highlighting the correlation between them (see figure 2).

Figura 2. Modelo teórico de empresarialidad rural

Note: the structural model presents the relationship between the independent variable Strategic Planning and its influence on Entrepreneurship, as well as the way in which it influences Strategic Alliances, Customer Relations and Human Resources. Likewise, this model presents the influence that Strategic Alliances exert on Customer Relations and how they act on Human Resources. Finally, the influence exerted by Strategic Planning with Human Resources is shown.

Fuente: Elaboración propia

The reflective model was evaluated through statistical tests of convergent validity and internal consistency (Table 2). Convergent validity measures the correlation that the indicators have on a concept, which must be high and positive to measure the same concept (Sánchez and Jiménez, 2013). The AVE confirms convergent validity, which measures the amount of variance that a construct can extract from its indicators in relation to the variance related to the measurement error (Fornell and Larcker, 1981). For Ringle and Sarstedt (2011),

the AVE must be greater than 0.50. This model presents an AVE for the variables AAE of 0.685, RC 0.683, EMP 0.653, RH 0.689 and RPE of 0.612, which indicates that the constructs are explained in more than 60% in all variables.

The internal consistency (Cronbach's alpha and composite reliability) of all the indicators assesses the robustness of the manifest variables for a construct. For Nunnally (1978), these indicators must reach at least a value of 0.7. The results obtained in the measurement models show an acceptable internal consistency: AAE (FC = 0.895; α = 0.905), RC (FC = 0.896; α = 0.896), EMP (FC = 0.847; α = 0.850), RPE (FC = 0.887; α = 0.887) y para RH (FC = 0.891; α = 0.898).

Tabla 2. Validez convergente y consistencia interna

Valores				Validez Convergente	Consistencia interna	
Variable latente	Ítem o indicador	Cargas factoriales >.0.60	Valores t > 1.96	AVE > 0.50	Fiabilidad compuesta (FC) 0.70-0.90	Alfa de Cronbach 0.70-0.90 (α)
Alianzas Estratégicas (AAE)	AAE73	1.013	26.353	0.685	0.895	0.905
	AAE76	0.757	37.650			
	AAE77	0.772	54.254			
	AAE78	0.739	49.907			
Relación con los Clientes (RC)	RC69	0.874	43.757	0.683	0.896	0.896
	RC70	0.808	39.677			
	RC71	0.813	49.740			
	RC72	0.810	33.517			
Empresarialidad (EMP)	EMP42	0.884	32.112	0.653	0.847	0.850
	EMP44	0.653	27.777			
	EMP47	0.865	42.247			
Planeación Estratégica (RPE)	RPE102	0.766	24.420	0.612	0.887	0.887
	RPE104	0.782	30.575			
	RPE105	0.742	36.331			
	RPE106	0.786	33.997			
	RPE107	0.832	46.318			
Recursos Humanos (RH)	RRH87	0.849	49.748	0.689	0.891	0.898
	RRH88	0.858	73.354			
	RRH90	0.789	36.139			
	RRH91	0.824	35.303			

Fuente: Elaboración propia

The analysis of the factor loadings explains its corresponding latent variable. Carmines and Zeller (1979) consider a value of 0.707 as a measurement objective. Pere and Anguiano (2010) consider that a value of 0.60 is acceptable. This model presents in all its

latent indicator variables higher than 0.739. Item EMP44 obtained a value of 0.653, which remains in the evaluation of the construct due to the importance of company-family communication. To determine the robustness of the measurement model and the significance in the relationship between the variables, the bootstrapping procedure (5000 subsamples) was applied. The Student's t statistic reached values higher than 1.96 in all its indicators; obtained values from 24,420 to 73,354, which indicates that the model is significant (table 2).

Tabla 3. Validez discriminante (criterio de Fornell-Larcker)

Constructos latentes	Alianzas Estratégicas	Relación con los Clientes	Empresarialidad	Planeación Estratégica	Recursos Humanos
Alianzas Estratégicas (AAE)	0.828				
Relación con los Clientes (RC)	0.399	0.826			
Empresarialidad (EMP)	0.342	0.202	0.808		
Planeación Estratégica (RPE)	0.388	0.791	0.323	0.782	
Recursos Humanos (RH)	0.325	0.663	0.221	0.641	0.830

Fuente: Elaboración propia

Discriminant validity is an evaluation criterion complementary to convergent validity, which refers to the fact that two latent variables must conceptually exhibit their differences, that is, a scale must only measure the characteristics of the concept it intends to represent and not that of another construct. (Sánchez and Jiménez, 2013). Table 3 presents the square root of the AVE of each latent variable diagonally. As a requirement for compliance with this measure, the diagonal values must be greater than the correlation between a construct and the rest of the constructs of the model (Chin, 2010). That is to say: this model complies with the measurement factor.

An additional analysis in the discriminant validity is the cross factorial loads, which must present a greater value with their own variable than with another that integrates the

model (Barclay, Higgins and Thompson, 1995). Table 4 shows that the set of indicators of a variable has loaded more on its variable than on the indicators of the other constructs.

Tabla 4. Cargas factoriales cruzadas

	Alianzas Estratégicas	Relación con los Clientes	Empresarialidad	Planeación Estratégica	Recursos Humanos
AAE73	0.966	0.344	0.436	0.333	0.302
AAE76	0.794	0.331	0.204	0.336	0.271
AAE77	0.794	0.337	0.223	0.324	0.258
AAE78	0.752	0.316	0.226	0.299	0.243
EMP42	0.286	0.191	0.852	0.304	0.133
EMP44	0.250	0.120	0.651	0.182	0.148
EMP47	0.283	0.171	0.900	0.283	0.251
RC69	0.377	0.888	0.197	0.641	0.642
RC70	0.272	0.813	0.181	0.683	0.518
RC71	0.280	0.813	0.117	0.658	0.561
RC72	0.387	0.790	0.169	0.637	0.463
RPE102	0.340	0.608	0.209	0.766	0.482
RPE104	0.274	0.616	0.289	0.782	0.505
RPE105	0.259	0.602	0.298	0.742	0.447
RPE106	0.353	0.603	0.264	0.786	0.491
RPE107	0.292	0.662	0.206	0.831	0.576
RRH87	0.308	0.564	0.274	0.498	0.848
RRH88	0.265	0.582	0.246	0.524	0.858
RRH90	0.224	0.511	0.122	0.554	0.789
RRH91	0.278	0.544	0.089	0.558	0.824

Fuente: Elaboración propia

Another measure for evaluating the discriminant validity between latent variables is the HTMT criterion, which must have a value below one, according to Gold, Malhotra and Segars (2001). Similarly, it is considered a conservative value to be below 0.90 (Henseler, Ringle and Sarstedt, 2015). Table 5 shows that there is discriminant validity between the

constructs that make up the structural model, because their values are below the threshold value established by the aforementioned authors.

Tabla 5. Validez discriminante por la prueba HTMT

Constructos	Alianzas Estratégicas	Relación con los Clientes	Empresarialidad	Planeación Estratégica
Relación con los Clientes (RC)	0.487			
Empresarialidad (EMP)	0.435	0.323		
Planeación Estratégica (RPE)	0.480	0.849	0.452	
Recursos Humanos (RH)	0.408	0.740	0.339	0.723

Fuente: Elaboración propia

To verify the hypotheses, three statistical tests were carried out. First, the standardized regression coefficient Path was estimated, which measures the degree of variation produced in the dependent variable by each of the independent variables (Wright, 1923). Second, significance was analyzed through Student's t, considered as a non-parametric technique that evaluates the precision of the estimates. Finally, the p-value was determined, this is considered as a method that evaluates the significance in the acceptance or rejection of the hypotheses. This model presents the relationship of seven hypotheses, where entrepreneurship is related to strategic alliances, relationship with its clients, human resources and strategic planning.

Table 6 shows the results of the hypotheses. Exogenous variables exert a positive effect on endogenous variables. The values obtained were the following:

- H_1: RPE → EMP obtained values of $\beta = 0.283$, $t = 4.873$, $p = 0.000$;
- H_2: EMP → AAE achieved values of $\beta = 0.306$, $t = 5.736$, $p = 0.000$;
- H_3: EMP → RC generated values of $\beta = 0.074$, $t = 1.155$, $p = 0.235$;
- H_4 EMP → RH reflected values of $\beta = 0.045$, $t = 0.766$, $p = 0.403$;
- H_5: AAE → RC threw values of $\beta = 0.341$, $t = 6.797$, $p = 0.000$;
- H_6: RC → RH resulted with values of $\beta = 0.389$, $t = 5.162$, $p = 0.000$, y

- H[7]: RPE → RH showed values of $\beta = 0.287$, $t = 3.752$, $p = 0.000$.

The values obtained show that the accepted hypotheses are H[1], H[2], H[5], H[6] y H[7] and the rejected hypotheses were H[3] y H[4].

Tabla 6. Coeficientes de Path (coeficientes de regresión estandarizados)

Relación de hipótesis	Coeficientes de Path (estandarizados ß) rango +1 a -1	Estadístico de t Student (*boostrapping*)	Valor p	Aceptada/Rechazada
H[1]: P. Estratégica → Emp	0.283	4.873	0.000	Aceptada
H[2]: Emp → Alianzas	0.306	5.736	0.000	Aceptada
H[3]: Emp → R. Clientes	0.074	1.155	0.235	Rechazada
H[4]: Emp → R.H	0.045	0.766	0.403	Rechazada
H[5]: Alianzas Estratégicas → R. Clientes	0.341	6.797	0.000	Aceptada
H[6]: R. Clientes → R. Humanos	0.389	5.162	0.000	Aceptada
H[7]: Planeación Estratégica → R. Humanos	0.287	3.752	0.000	Aceptada

Fuente: Elaboración propia del autor.

In addition to the verification of the hypotheses of the theoretical model of rural entrepreneurship, predictive tests were carried out on the structural model to determine the values of R^2, f^2 and SRMR. According to Chin (1998), the R2 values should be 0.67, 0.33 and 0.10 (substantial, moderate and weak). The f2 test assesses whether the omitted construct has a substantive impact on endogenous constructs (Martínez and Fierro, 2018). For Cohen (1998), the parameter of f^2 is 0.02, 0.15 y 0.35 (small, medium and large). H[1] got R^2 of 0.000 and f^2 de 0.057; H[2] threw a R^2 of 0.111 and f^2 de 0.000; on H[3] a R^2 of 0.158 on f^2 0.127; H[4] was a R^2 de 0.472 and f^2 de 0.00. Finally, the global model adjustment (SRMR) proposed as an indicator of the goodness of fit in PLS by Lohmöller (1989) was carried out. A value less than 0.05 for Byrne (2008) indicates an acceptable fit. The analyzed model obtained a value of 0.045 under the SRMR test, which indicates that the model is in an acceptable range (see table 7).

Tabla 7. Capacidad predictiva (R^2), relevancia predictiva (f^2) y el SRMR

Variables latentes (constructos)	R^2	f^2	SRMR
H_1: P. Estratégica → Emp	0.000	0.057	0.045
H_2: Emp → Alianzas	0.111	0.000	
H_3: Emp → R. Clientes	0.158	0.127	
H_4: Emp → R.H	0.472	0.000	

Fuente: Elaboración propia

Discussion

This work has determined that strategic planning does influence the development of entrepreneurship in rural MSMEs. However, there are previous studies that mention that only 20% to 30% of these companies apply strategic planning, and that of these, only 73% execute it with fully defined objectives (Valenzuela, López and Moreno, 2015). This means that, despite applying weakly structured strategic planning, rural companies do manage to promote effective entrepreneurship that positively influences the areas of strategic alliances, customer relations, and human resources.

The Mexicali valley has a wide territory where various commercial and service activities are carried out. For this study it was necessary to specify one of the towns with the highest concentration of economic activity; It will be necessary to study those rural areas that present the same or greater economic movement, this in order to obtain a comparison parameter that provides a global vision of the behavior of entrepreneurship in MSMEs in this region. In sum, this work has detected that strategic planning is a development indicator for family businesses and that the action of planning also promotes their entrepreneurship.

Conclusions

The competitiveness model of MSMEs presented by the IFCT (2010) is also applicable to MSMEs in rural areas. In this research, the effects that strategic planning has on the entrepreneurship of rural MSMEs and how entrepreneurship impacts on the business actions of strategic alliances, customer relations and human resources were analyzed; additionally, the relationship that these actions exert with each other was analyzed.

The results show that there is a close relationship between strategic planning and entrepreneurship when rural MSMEs implement market strategies under the surveillance of

competition, in the introduction of new products and infrastructure renovation, as well as in the improvement of corporate image . Once rural entrepreneurship has been strengthened through strategic planning, it exerts a positive influence on strategic alliances, in relation to decision-making, process implementation, income improvement and customer service.

However, entrepreneurship exerts less influence on the relationship with customers and human resources, which is attributed to the fact that these activities are considered internal. On the other hand, when analyzing the variables among themselves, it was obtained that there is a positive influence between Strategic Alliances and Customer Relations, Customer Relations and Human Resources, as well as Strategic Planning and Human Resources. In other words, the theoretical model of rural entrepreneurship proposed in this research does influence the competitiveness of MSMEs.

Future Research Lines

The results obtained confirm that despite having rejected the hypothesis of entrepreneurship with human resources, the latest analysis carried out proposes that human resources is an activity that directly impacts competitiveness, therefore, future research is recommended to analyze the impact it exerts. human resources on the positioning of rural MSMEs.

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