

Gestión administrativa en MIPYMES sur Estado de México, 2016

Administrative management in MSMES southern state of Mexico, 2016

PME gestão administrativa no sul do Estado do México de 2016

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Resumen

El presente estudio tiene como objetivo determinar la gestión administrativa en micros, pequeñas y medianas empresas (MIPYMES) que se dedican al comercio mayorista y minorista en el Sur del Estado de México, específicamente en los municipios de Amatepec, Luvianos, San Simón de Guerrero, Tejupilco, Tlatlaya, Temascaltepec y Sultepec, durante 2016. El criterio de elección de la muestra fue por tabla de números aleatorios en 332 empresas. La investigación fue descriptiva transeccional y no experimental, para lo cual se diseñó un instrumento a partir de los indicadores de operatividad de las variables a investigar; la medición se hizo mediante el método de evaluación sumaria con una escala de Likert.

Los resultados muestran que 60 % de las empresas encuestadas no tiene un organigrama, lo que limita su gestión administrativa, además 50 % de los empresarios mencionó que el número de empleados afecta la organización de la misma, 50 % delega responsabilidades y 30 % tiene cultura organizacional, asimismo 25 % mencionó que la productividad del capital humano tiene mucho que ver con una actitud positiva, 35 % dijo que se deben utilizar diversos niveles de comunicación para que haya organización en la empresa y, por último, 80% señaló que el personal realiza sus funciones de acuerdo al salario que percibe.

La gestión administrativa ayuda a las empresas a manejar una cultura organizacional que conlleve la estructuración de un organigrama, la delimitación de funciones o responsabilidades del personal, y la implementación de manuales de organización, procedimientos o software administrativos con el fin de mejorar los procesos, reducir los costos y aumentar las utilidades de la empresa.

Palabras clave: gestión administrativa, MIPYMES, capital humano.

Abstract

The present study aims to determine the administrative management in micro, small and medium-sized enterprises (MSMES) engaged in the wholesale and retail trade in the South of the State of Mexico, specifically in the municipalities of Amatepec Luvianos, San Simón de Guerrero, Tejupilco, Tlatlaya, Temascaltepec, Sultepec, during 2016. The choice of the sample was by table of random numbers in 332 companies. The research was descriptive transactional and non-experimental, for this was designed an instrument from the indicators of operation of variables to investigate; measurement was made with the summary evaluation method with a Likert scale.

The results show that 60% of the surveyed companies does not have a flow chart, which limits its administrative management, moreover 50% of employers mentioned that the number of employees affected the Organization of it, 50% delegate responsibilities and 30% has organizational culture, also 25% mentioned that the productivity of human capital has much to do with a positive attitude, 35% said that different levels of communication should be used to make organization in the company and, finally, 80% indicated that staff performs its functions according to the perceived salary.

Administrative management helps companies manage an organizational culture that carries the structure of an organization chart, the delimitation of functions or responsibilities of staff, and implementation of manuals of organization, procedures or administrative software in order to improve processes, reduce costs and increase the profits of the company.

Key words: administrative management, MSMES, human capital.

Resumo

Este estudo visa determinar a gestão administrativa em micro, pequenas e médias empresas (MPMEs) envolvidos no comércio por grosso ea retalho no sul do estado do México, especificamente nos municípios de Amatepec, Luvianos, San Simon de Guerrero, Tejupilco, Tlatlaya, Temascaltepec e Sultepec durante 2016. o critério de escolha da amostra foi por tabela de números aleatórios 332 empresas. pesquisa Transeccional foi descritivo, não experimental, para o qual um instrumento foi concebido a partir dos indicadores operacionais das variáveis para investigar; A medição foi feita pelo método de avaliação de síntese com uma escala do tipo Likert.

Os resultados mostram que 60% das empresas pesquisadas não têm um gráfico, o que limita a sua gestão administrativa, e 50% dos empregadores disseram que o número de funcionários afeta a organização do mesmo, 50% responsabilidades delegados e 30% têm cultura organizacional, também 25% mencionaram que a produtividade do capital humano tem muito a ver com uma atitude positiva, 35% disseram que eles devem usar diferentes níveis de comunicação para que haja organização na empresa e, finalmente, 80% disseram funcionários desempenha as suas funções de acordo com o salário recebido.

gestão administrativa ajuda as empresas a gerenciar uma cultura organizacional que envolve a estruturação de uma organização, a delimitação dos papéis e responsabilidades do pessoal, e implementação de manuais organizacionais, procedimentos ou software administrativo, a fim de melhorar os processos, reduzir custos e aumentar os lucros da empresa.

Palavras-chave: administração, as MPMEs, capital humano.

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Introduction

The contribution of SMEs to the Gross Domestic Product (GDP) and creation of jobs in the country, shows the importance of the investigation of these companies. In Mexico there are around 4 million 15 thousand business units, of which 99.8% are SMEs generated 52% of GDP and 72% of employment in the country (Pro México, 2015).

These companies form an important link in national development, so it is necessary to meet its structure and organization to facilitate its life span and boost them so that there is adequate competition in the markets national and transnational.

Competitiveness today requires answers advance to the challenges of the environment; moreover, MSMES to improve we need to adapt their strategies, organizational structure, and the current economic outlook. however, there are companies where a conservative attitude persists waiting for structural changes (Elizondo, Ríos, Cabrero, Morejón, Ramos, 2011).

There is great diversity of criteria for defining and classifying companies according to their needs or particular objectives (Saavedra and Hernández, 2008). In other words, each country, based on its environment and other factors, can adopt certain classifications. According to Garza (2000), Tunal (2003), and Zevallos (2003), the variables from which enterprises can be classified are: number of employees, type of product, market size, investment in goods production per occupied person, volume of production or sales, value of production or sales, working partners or directors, staff separation of basic functions of production, personnel, financial and sales within the company, location or location, level of production, market orientation technology , value of the invested capital and energy consumption.

In Mexico there is also a classification of the enterprises, as shown below.

Table 1. Classification of Mexican companies.

Tamaño	Sector	Rango del número de trabajadores	Rango del monto de ventas anuales (MDP)	Tope máximo combinado (MDP)
Micro	Todas	Hasta 10	Hasta \$4	\$4.60
Pequeña	Comercio	Desde 11 hasta 30	Desde \$4.01 hasta \$100	\$93.00
	Industria y Servicios	Desde 11 hasta 50	Desde \$4.01 hasta \$100	\$95.00
Mediana	Comercio	Desde 31 hasta 100	Desde \$100.01 hasta \$250	\$235.00
	Servicios	Desde 51 hasta 100	Desde \$100.01 hasta \$250	\$235.00
	Industria	Desde 51 hasta 250	Desde \$100.01 hasta \$250	\$250.00

Source: Diario Oficial de la Federación, 2009.

The concept of administration is integrated by the functions: planning, organizing, directing, coordinating and controlling, which are also universal principles applicable to any type of organization or company. There is a proportionality of the administrative function, which is distributed at all levels of the company; Administrative practice is described as something other than accounting, finance, production, distribution, and other typical business functions (Chiavenato, 2006).

There are also two types of organizations whose definition depends on their competitive conditions. The least competitive are those that compensate for the lack of productivity at low wages and, therefore, do not retain a good human capital. The most competitive companies are those that have higher productivity and retention of better human capital due to their higher salaries (Unger, Flores, Ibarra, 2014).

Companies that care about looking after and upgrading their staff are left out to invest and retain what they need. It is therefore important to observe how human capital influences MSMEs, how they contribute to development in order to stay in the market, generate new opportunities and improve the strategies that are necessary today due to the constant changes in the business world .

The most important resource of an organization is the human resource, since it is the only resource that can manage the rest of the resources. In a company, we must ensure that we have the right personnel

with the necessary knowledge to make the most of the management of these resources and thus achieve productive efficiency (Garibaldi, Rivera, 2015).

It is important to have a good internal control system in companies, because with this instrument it is more feasible to check efficiency and productivity (Apúparo, Castillo, 2012). Micro, small and medium enterprises in Mexico (MIPYME) are vital because they represent 99.8% of the total companies, generate 71% of the employment and contribute 52% of the gross domestic product (PIB) (INEGI, 2015).

In the present research the methodology is described, whose results present the perception of 332 MSMEs of the south of the State of Mexico on the way in which they take the administrative process for the correct operation of their operations.

Objective

To determine the administrative management in micro, small and medium enterprises (MIPYMES) that are dedicated to the wholesale and retail trade of the south of the State of Mexico, in the municipalities of Amatepec, Luvianos, San Simón de Guerrero, Tejupilco, Tlatlaya, Temascaltepec and Sultepec, During 2016.

Type of study

The level of scientific knowledge that the researcher seeks to determine the type of study according to the type of information he or she expects to obtain, as well as the level of analysis to be performed (Tapia, 2000).

According to the methodology of Hernández, Fernández and Baptista (2003), there are exploratory, descriptive, correlational and explanatory studies. Descriptive studies independently measure the concepts or variables to which they relate and focus on measuring as accurately as possible.

The research was descriptive transectional and non-experimental. According to information from the National Statistical Directory of Economic Units (DENUE), it can be seen that in the south of the State of Mexico there were 2 401 MSMEs engaged in wholesale and retail trade. [Http://www.beta.inegi.org.mx/app/mapa/denue/](http://www.beta.inegi.org.mx/app/mapa/denue/). Consulted 21/11/2016 at 14:00 hrs.

As a tool to obtain the data, a survey was applied to 332 MSMEs directly, either to the manager, owner or manager at that time, mainly in the tertiary sector or commerce to the south of the State of Mexico. The criterion of choice of the sample was by the random number board.

The research questions asked were: to what extent do MSMEs in the south of the State of Mexico use administrative management? What is the problem that MSMEs have in the implementation of administrative management? What is the way in which Does human capital intervene for administrative management? To carry out this study, an instrument was designed based on the indicators of the operability of the variables to be investigated. Measurement was done using a summary evaluation method using a Likert scale. For the validation and standardization of the same instrument, pilot tests were carried out with three different business owners from the southern state of Mexico, based on Likert's observations about the choice of appropriate statements (table 2).

Table 2. Operability of variables.

Campo de estudio	Definición operacional	Indicadores
Gestión administrativa	Si la empresa lleva a cabo la Gestión administrativa	Organigrama de la empresa Manual de organización Manual de procedimientos Proceso administrativo Estructura organizacional Apoyo de consultores
MIPYMES	Si afecta la organización el tamaño de la empresa	Número de empleados
MIPYMES	Si el sector al que pertenecen las empresas afecta las MIPYMES	Las ventas influyen en la organización de la empresa
Capital humano	Si las MIPYMES conocen el proceso para la implementación del control administrativo	Duplicidad de funciones Delegación de responsabilidad Cultura organizacional
Capital humano	Si el número de los trabajadores afecta a la organización de las MIPYMES	Actitud positiva, productividad Cuenta con una estructura definida
Capital humano	Si las personas identifican los niveles de comunicación	Niveles de comunicación Áreas de responsabilidad Roles que desempeña cada empleado Programas de capacitación Motivación

Ambiente laboral
 Los salarios que se perciben en la
 empresa

Source: elaboración propia

Results

According to the information obtained in the surveys applied to the 332 managers, managers or business owners, mainly in the tertiary or commercial sector to the south of the State of Mexico on the benefits that they have with the application of the administrative management, 60 % Does not have an organizational chart, 45% do not know the organizational manual, 40% do not use the procedures manual, 20% know the administrative process, 20% knows how the structure is, and lastly, 15% is supported by consultants.

Table 3. Administrative management, percentages obtained in the survey applied to 332 MSMEs from the various municipalities in the south of the State of Mexico.

Campo de estudio	Indicadores	Resultado
Gestión administrativa	Organigrama de la empresa	60 %
	Manual de organización	45 %
	Manual de procedimientos	40 %
	Proceso administrativo	20 %
	Estructura organizacional	20 %
	Apoyo de consultores	15 %

Source: elaboración propia.

Table 4. MIPYMES

Campo de estudio	Indicadores	Resultado
MIPYMES	Número de empleados	50 %
	Las ventas influyen en la organización de la empresa	30 %
	Duplicidad de funciones	40 %
	Delegación de responsabilidad	50 %
	Cultura organizacional	30 %

Source: elaboración propia.

For 50% of employers, the number of employees affects the organization, 30% say that sales also influence, 40% think that when employees perform their activities there are duplication of functions, 50% delegate responsibilities and, lastly , 30% knows the organizational culture of the company since its mission, vision, objectives and values are important to determine its course.

Table 5. Human capital

Campo de estudio	Indicadores	Resultado
Capital Humano	Actitud positiva, productividad	25 %
	Cuenta con una estructura definida	30 %
	Niveles de comunicación	35 %
	Áreas de responsabilidad	30 %
	Roles que desempeña cada empleado	30 %
	Programas de capacitación	30 %
	Motivación	25 %
	Ambiente laboral	25 %
	Los salarios que se perciben en la empresa	80 %

Source: elaboración propia.

For 25% of entrepreneurs, a positive attitude has a lot to do with the productivity of the company, 30% said that it has a defined structure that allows them to carry out their functions, 35% mentioned that for organization there should be used Various levels of communication, 30% are aware of their area of responsibility, 30% identify the importance of carrying out the different roles to be performed by each employee, 30% apply the different training programs to obtain a better organization, 25 % Said that motivation helps to achieve a better performance, and lastly, 80% said that the salary received by the staff influences the performance of the functions that correspond to him.

Discussion

The studies carried out are very similar to those carried out by the National Survey on Productivity and Competitiveness of micro, small and medium enterprises (ENAPROCE, 2015). Of the more than 4 million companies in Mexico in 2014, 97.6% are microenterprises and account for 75.4% of total staff employed, followed by small enterprises with 2.0% and 13.5% and of the medians representing 0.4% and 11.1% % Respectively. Of the total number of companies considered, 12.6% provide training to its staff. By size, the participation of medium and small companies stands out, which register 73.7% and 55.8% of the total units of these segments respectively. In micro-enterprises, 11.5% train their staff.

The present study evidences that the administrative processes in the 332 MSMEs of southern Mexico, comprising the municipalities of Amatepec, Luvianos, San Simón de Guerrero, Tejupilco, Tlatlaya, Temascaltepec and Sultepec, are inadequate. The problem lies in the weak control in the planning, organization and management due to the lack of organization chart, knowledge of the administrative process, organizational culture, communication and teamwork.

For Monchon (2014), The administration consists of coordinating and supervising the activities of the organizations to achieve that they reach their objective in an effective and efficient way. The basic functions of the administration are: to plan, to organize, to direct and to control.

It is essential that there is an appropriate administrative process because it is linked to each of the areas of the company, as well as to the activities of the same, always in pursuit of the objectives set. This will lead to improved processes, reduced costs, increased productivity and, therefore, more profits, which can be invested in infrastructure, equipment and staff training.

According to Garibaldi and Rivera (2015), the most important resource of an organization is the human resource, the only one that can manage the rest of the resources.

Efficient human talent brings great benefits to companies, however, is a neglected aspect of the MSMEs under study due to the lack of knowledge of the functions to be performed due to the high turnover of personnel, which in turn affects communication and performance labor. It is important that people who work in the company have a positive attitude with a desire for professional advancement, which leads to the proper development of their functions within the organization and also the increase of productivity in the company.

For Amaya (2008), when the organizational chart is well structured, a manual of functions is written that is responsible for explaining and translating the functions and processes to be performed by each employee according to their area or job.

Most of the MSMEs studied lack manuals because they do not give them the importance they deserve, in addition to the fact that few are requesting support from outside consultants as an unnecessary expense because they do not consider their long term benefits. Planning is very important in business administration because it is a decision making process that seeks to achieve the objectives set taking into account the current situation of the environment, however, the results show that this element is one of the least worked due to The lack of communication and the weak control, which generates deficient strategies for the achievement of competitive advantages.

According to Garzón (2012), to plan is to anticipate and decide today the actions that can take us from the present to the desirable future.

Communication helps achieve an efficient leadership exercise and, consequently, cultural change in the organization. Communication is an essential element in the life of organizations, their good functioning and identity creation.

One of the limitations of this study was that the results can not be generalized in all the MSMEs of the commerce sector of the south of the State of Mexico because only 332 were taken into account. Therefore, it is necessary to make an analysis with representative samples of the population , To expand the study to make it more detailed and to analyze the components of the personal factors of the

entrepreneur that influence in a greater growth, to approach the new tools of the business management that are known in the rest of the world but unknown for the companies of the region, To help design programs focused on developing the managerial skills of entrepreneurs considering it a positive trigger that drives the permanence of companies and, finally, carry out a detailed study taking into account the importance of organizational culture, which implies An adequate business management.

Conclusions

After analyzing the information, the benefits of proper administrative management were determined, since it allows planning, organizing, directing and controlling an organization. In addition, structuring an organizational chart helps to know the areas, functions and responsibilities. For its part, an adequate organizational culture, the implementation of organizational manuals, procedures and administrative software help to improve processes, reduce costs. The MSMEs in their formation and development become more solid when the leader is able to define the purposes to be pursued by the organization and the appropriate strategies for the realization of the processes. The empirical method of administration has gone down in history, so the current leadership is functioning as a pioneer of productive and organizational growth.

Human capital is the most important element of any company, since it is the only one that can manage the rest of the resources. He should always be motivated, trained and encouraged with the economic income he deserves so that the company can achieve its goals.

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