

## Analysis of the relationship between the definition of the business vision and the impact of effective communication to the staff, as part of the leadership of the microentrepreneurs of Santa Cruz de Juventino Rosas, Guanajuato

## Análisis de la relación entre la definición de la visión empresarial y el impacto de la comunicación efectiva al personal, como parte del liderazgo de los microempresarios de Santa Cruz de Juventino Rosas, Guanajuato

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### Abstract

Communication is one of the main competencies that leaders must develop and apply, since with these they can influence the performance of employees, which generates orientation, motivation and persuasion to carry out the activities that allow the achievement of business goals. In the review of the literature, it becomes clear that it is important to identify how the vision is connected with managerial communication and the managerial exercise itself. The purpose of this research work is to carry out an analysis of the relationship between the definition of the business vision and the impact of communication to the staff, as part of the leadership of the micro-entrepreneurs of Santa Cruz de Juventino Rosas, Guanajuato. The quantitative method was applied, through a probabilistic sample, a sample of 510 microentrepreneurs was obtained for study. It is concluded that entrepreneurs with managerial skills and who define the business vision, have leadership skills by assertively communicating the business vision to their employees, which allows them to meet business objectives.

### Resumen

La comunicación es una de las principales competencias que deben desarrollar y aplicar los líderes, ya que con ésta pueden influir en el desempeño de los empleados, lo que genera orientación, motivación y persuasión para llevar a cabo las actividades que permiten el logro de las metas empresariales. En la revisión de la literatura queda manifiesto que es importante identificar cómo se conecta la visión con la comunicación directiva y el propio ejercicio gerencial. El presente trabajo de investigación tiene como finalidad llevar a cabo un análisis sobre la relación que existe entre la definición de la visión empresarial y el impacto de la comunicación al personal, como parte del liderazgo de los microempresarios de Santa Cruz de Juventino Rosas, Guanajuato. Se aplicó el método cuantitativo, mediante un muestro probabilístico se obtuvo una muestra de 510 microempresarios para su estudio. Se concluye que los empresarios con habilidades directivas y que definen claramente la visión empresarial, cuentan con las competencias de liderazgo al comunicar asertivamente a sus empleados la visión del negocio, lo que permite cumplir los objetivos empresariales.

### Communication, leadership, vision

### Comunicación, Liderazgo, Visión

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## Introduction

Micro and small enterprises are important for the Mexican economy, not only because they contribute 52% of GDP and 72% of employment, but also because they are enterprises that can be strengthened by developing leadership skills and effective communication of their business vision with employees, as part of the functions of those who lead such organisations, which can guide business decisions and therefore their success.

Leadership includes orchestrating major changes in an effective manner that respond to the challenges faced by MSMEs. Running a business requires organising the enterprise, staffing it with skilled personnel and directing activities. Leadership, however, involves inspiring people to achieve the business vision. Leaders keep staff focused on moving the organisation towards the achievement of objectives, motivating them to overcome the obstacles along the way, for which communication in the organisation is decisive. This is one of the main competences that leaders must develop and apply, as it influences staff performance, generating orientation, motivation and persuasion to carry out the activities in the company. In this way, Mazzola (2012) argues that communication management in organisations continues to demonstrate in most cases, vestiges of communication rationality with a linear and vertical aspect and with an emphasis on results rather than on communication processes. Poor communication can be a problem for any company, regardless of size. Gisbert and García (2014) state that miscommunication can originate in different areas, from the company director who does not express the company's vision to sales staff who do not listen to their customers. As a result of miscommunication, the organisation can lose morale, focus, performance and customers.

The purpose of this research work is to carry out an analysis of the relationship between the definition of the entrepreneurial vision and the impact of communication to staff, as part of the leadership of micro-entrepreneurs in Santa Cruz de Juventino Rosas, Guanajuato, which was carried out through a statistical investigation of data, considering a sample of 510 micro and small enterprises, applying the quantitative, cross-sectional and exploratory research method.

The following hypotheses were defined; H0: there is no relationship between the definition of the entrepreneurial vision with the impact of communication to staff as part of the leadership of micro-entrepreneurs in Santa Cruz de Juventino Rosas, Guanajuato. H1: There is a relationship between the definition of the vision and the impact of communication to staff as part of the leadership of microentrepreneurs in Santa Cruz de Juventino Rosas, Guanajuato. The result is that entrepreneurs with managerial skills and who clearly define the business vision, have leadership competencies when communicating assertively to their employees the vision of the business, which allows them to meet the business objectives.

## Literature review

Globally, micro, small and medium-sized enterprises (MSMEs) are recognised as having a very important socio-economic relevance. According to INEGI (2019), in almost all countries, more than 90% of enterprises are micro, small or medium-sized. Globally, these businesses represent 90% of all enterprises, generate between 60% and 70% of employment and are responsible for 50% of the Gross Domestic Product worldwide, according to the International Council for Small Business.

In Mexico, of the 4.9 million establishments in the private and parastatal sector registered in the 2019 Economic Census, 99.8% belong to the group of micro, small and medium-sized establishments, generating employment for 27 million people, according to the results of the second edition of the ECOVID-IE and the Study on Business Demographics (INEGI, 2020).

According to the latest Economic Census, of the universe of economic units in Mexico: a) 95.2% are microenterprises, b) generate 45.6% of employment, and c) contribute 15% of the added value of the economy. In Guanajuato there are 220 thousand economic units or businesses, of which 98.5%, i.e. approximately 216,700 are micro, small and medium-sized enterprises, according to data from INEGI (2020).

Sánchez (2017) in his article mentions that MSMEs in Guanajuato generate 50% of the Gross Domestic Product and up to 70% of the total number of jobs in the state.

If every management process is oriented towards the future by a vision and if every management process is developed through communication, then vision and communication are determinants of management and of the future of the leader's action. Therefore, the mastery of vision and communication will be necessary for the best exercise of efficient management.

Although the concept of management refers us to the organisational dimension, when we explore how the manager forms his vision, how he communicates it, and how it integrates the organisation leaning towards the future, it is necessary to move into a review that interprets vision and communication at both the organisational and the personal level.

Leading the group, dealing with change, managing conflict, motivating, all involve the deployment of interpersonal behaviours that are based on communication and, therefore, on people's ability to communicate. On the other hand, from an organisational perspective, experience shows that many of the problems that arise in day-to-day business are the direct consequence of communication failures. Poor communication leads to confusion and misunderstanding. This can lead any management plan, or any good initiative by an employee, to failure. Mazzola (2012) refers that it is not strange that the messages and strategies that are developed in internal communication are often ineffective, as they are constructed and designed from the logic of broadcasting, safeguarding the interests of the organisation's top management, providing only prescriptions and recommendations that are perceived as alien to the rest of the team. García, Prieto and García (2016) mention that the success in the application of the strategy will depend on the way in which managers assimilate and handle the information, in the research carried out by the authors, the result obtained in the aspect of communication was that managers have opportunities for improvement.

Communication is the process by which people influence each other. This process is delicate and complex, determined by a multitude of variables and studied by a multitude of disciplines. Ramírez and Fusté (2007) propose that the objective is to offer some approaches that may be useful for acquiring a greater awareness of the impact of communication in the exercise of leadership.

Communication is perceived as a management tool and not as a building force of business action.

Microsoft's Workplace Trend Index indicates that 65% of workers at the operator level in Mexico believe that they do not receive information from business leaders, and 65% globally. In Mexico, 24% feel that their voice is not taken into account in the organisation (Hernández, 2022).

Regarding the strategic dimension of communication, Contreras and Garibay (2020) mention that it is essential to add value to companies, since it is through communication that the organisation manages to position itself in the market by planning actions aligned with the organisation's objectives established in the mission, vision and values (Contreras & Garibay, 2020).

The same happens with the issue of vision, which seems to escape into the intangible or the imaginary, and because it is not measurable, it seems to have no value for many. For now, we can understand the vision as a set of personal or group ideas that one wishes to communicate in part, but, paradoxically, also in part to conceal. The formulation of the vision may be based on ideas that speak of thoughts that are not very precise, of images or private sensations that are closer to intuition than to logic. It may be related to desires, illusions, imaginations, superstitions; beliefs, cultural values or preconceptions. It can even constitute a focal point of view on something and, at the same time, a frame of reference made up of networks of specific visions that explain or direct our position on various facts. They can also be perceived as a fleeting or persistent way of seeing things. They take the form of a point view or a global view, being very precise or blurred, easy or complex, highly formalised or really over-understood.

According to ENAPROCE (2018), 95.4% of SMEs do not participate in global value chains mainly due to lack of information (34.8%), which may influence the lack of entrepreneurial vision to orient themselves for decision making and venture into new markets, innovate processes and achieve the necessary growth to perpetuate the business.

According to the Eugenio Garza Lagüera Entrepreneurship Institute, one of the five reasons why Mexican companies close is due to poor planning, which includes lack of planning, lack of management experience and lack of business vision, which represents 44% of these organisations. Another important factor that influences the closure of these organisations is the lack of clarity in the business objectives, why and what they work for, as well as the required and expected returns.

In the management field, communication and vision are often referred to as unclear issues. Vision and communication are seen as rhetorical contrivances of management, especially in management styles where a technicist spirit prevails. Their impact and value in management is even known, but they are associated more with a set of personal qualities than with developed learning capabilities.

Today, having a vision for the future and communicating it to others are essential components of great leadership. "If there is no vision, there is no business," says entrepreneur Mark Leslie. Joe Nevin, director of leadership information systems, describes leaders as "painters of the vision and architects of the journey". Entrepreneurs are not alone in this belief; academic research shows that a clear vision and the communication of that vision leads to greater growth in companies (Bateman & Snell, 2009).

A vision is a picture of a possible and desirable future of the organisation. It expresses the leader's ambitions for the organisation. A leader may create a vision that describes aspirations for high performance, the nature of corporate or business strategy, or even the kind of workplace worth creating. The best visions are both ideal and unique. If a vision conveys an ideal, it communicates a standard of excellence and a clear choice of positive values. If the vision is also unique, it communicates and inspires pride in being different from other organisations. The choice of language is important; the words should imply a combination of realism and optimism, an orientation towards action and resolve and confidence that this vision will be achieved.

Vision is an essential characteristic when it comes to the subject of leadership. It is important for a leader to have a vision as it will allow him to visualise a desired scenario of where he wants to lead his company and thus be able to translate this scenario into real results that will achieve success. Therefore, this vision is a clear image that requires the leader to be optimistic and confident in everything he or she sets out to do. This vision is also an image towards the people who collaborate with a leader and the leader must help them, motivate them and guide them to give their maximum effort.

Leaders must know what they want and the rest of the staff must understand what it is all about. The leader must be able to articulate the vision, clearly and often. Others in the organisation must understand the vision and be able to state it clearly to themselves. But the business vision has no meaning until the leader and his or her subordinates take action to turn the vision into a reality. This is what vision communication is all about: making it clear where we are going. Barboza (2018) publishes that organisations are demanding a new generation of managers, who have the ability to respect processes, inspire a vision that can be shared, encourage followers, as well as give appropriate guidance in situations of non-conformity.

The vision must incorporate new ideas in its strategies and new challenges that challenge people so that it can resolve these challenges in the best possible way, because when you have a good vision that manages to excite, then it can be fulfilled almost effortlessly.

For González, Manrique and González (2010), one of the most important factors that support the successful implementation of the managerial vision is the degree of commitment of the director or owner, which must be translated into an attitude that is capable of inspiring it in his employees. The implementation of the vision by the manager is the first aspect that should distinguish the leader of the organisation.

## Methodology

This research work has a cross-sectional design, with a quantitative approach and is of an exploratory, descriptive and correlational type, whose objective is to determine the relationship that exists between the definition of the business vision and the impact of communication to personnel, as part of the leadership of the micro-entrepreneurs of Santa Cruz de Juventino Rosas, Guanajuato, which was carried out through a simple random probabilistic sampling of the municipality's small and medium-sized enterprises, considering that they have between 2 and 50 workers. A 95% confidence level was established, with a 5% error and an estimated probability of  $p=0.5$ . A total of 510 surveys were applied.

The following hypotheses were defined; H0: there is no relationship between the definition of the vision and the impact of communication to the personnel as part of the leadership of the microentrepreneurs of Santa Cruz de Juventino Rosas, Guanajuato. Juventino Rosas, Guanajuato.

H1: There is a relationship between the definition of the vision and the impact of communication to staff as part of the leadership of microentrepreneurs in Santa Cruz de Juventino Rosas, Guanajuato.

Considering the information provided by the entrepreneurs of the different business lines, whose constructs were system processes and from this the variable leadership was used: I have a clear vision and I share it with the staff, I try to fulfil it and the other construct in terms of managerial skills: when I communicated a vision it reached both the heart and the mind of the people.

The data analysed were obtained from the results of the research conducted by Relayn (Peña, Posada and Aguilar, 2022). Statistical calculations were performed in Minitab version 21.2. The reliability of the research allows the use of the method of intercorrelation of items applying the value of Cronbach's Alpha, the measure of reliability allows estimating the internal consistency of the items analysed, this considers that the items in Likert-type scale of the same construct and that they are highly correlated (Welch and Conner, 1989).

## Results

To establish the results, the research objective was considered, which refers to an analysis of the relationship between the definition of the entrepreneurial vision and the impact of communication to staff as part of the leadership of microentrepreneurs in Santa Cruz de Juventino Rosas, Guanajuato, for which the following hypotheses were established H0: there is no relationship between the definition of the entrepreneurial vision and the impact of communication to staff as part of the leadership of microentrepreneurs. H1: there is a relationship between the definition of the vision and the impact of communication to staff as part of the microentrepreneurs' leadership. A data collection instrument consisting of a questionnaire with several constructs was used for this purpose. The first part of the validation of the application of this instrument consisted of carrying out a reliability test, which resulted in a Cronbach's Alpha indicator of 0.8609, higher than the 0.8 recommended by Nunnally and Bernstein (1994), using a covariance matrix with two different constructs; System Processes and Management Skills, specifically in Management and Leadership respectively.

Cronbach's alpha	N elements
0.8609	510

**Table 1** Cronbach's alpha score. Source: Own elaboration.

The data collection instrument consists of a survey rated with a Likert scale. For values of this type, a statistical indicator for non-parametric data is recommended (Levine, Krehbiel & Berenson, 2014). In this case, Pearson's  $r$  was calculated for the total data, which gave a value of 0.4589, and Spearman's Rho, with a value of 0.4705, both values that are found to be higher than the alpha statistic of 0.05 used in the research, using the method called cross-tabulation.

Variable	Media	Std. dev.
26a.	4.216	0.938
26b.	4.292	0.842
26c.	3.703	1.091
26d.	3.911	1.007
26e.	3.911	1.019
26f.	3.934	1.172
44a.	4.277	0.836
44b.	4.292	0.787
44 .	4.256	0.813
44d.	4.317	0.791
44e.	4.055	0.942

**Table 2** Descriptive Statistics of the Instrument  
Source: Own elaboration

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For non-parametric tests, the larger Spearman's Rho and Pearson's r compared to the alpha statistic, the greater the chance of rejecting the null hypothesis. In this case, the large difference between these values supports rejecting H0 and accepting H1.

r of Pearson	Rho of Spearman
0.4589	0.4705

**Table 3** Results of cross-tabulation  
Source: Own elaboration

Using Minitab 21.2 statistical software, a Kruskal Wallis test was performed, which resulted in an H value of 128.14, and a p variable so small that the same software presents it as a value of 0.000, approaching zero. The theory indicates that, in the Kruskal Wallis test, the smaller the statistic compared to the alpha variable, the greater the possibility of rejecting H0. The result is that entrepreneurs with managerial skills and who clearly define the business vision have leadership competencies in assertively communicating the business vision to their employees, which allows them to meet the business objectives.

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### Conclusions

In this study, an analysis was carried out on the relationship between the definition of the entrepreneurial vision and the impact of communication to personnel, as part of the leadership of microentrepreneurs, which is related to the null and alternative hypotheses previously defined. Taking into account Chen, Sharma, Zhan and Liu (2019) in their publication indicate that transformational leadership is a synchronized process where the leader inspires the followers to achieve a performance superior to the previously defined expectations, which benefits the organization and the employee.

González, Manríque and González (2010) in their research conclude that when talking about the managerial business vision, reference is made to the projection that the leader has in mind for the organization, and that to ensure success he/she must ensure that the message is extended to subordinates, for which it is important to apply a methodology that considers lifelong learning, according to the context, in addition to applying stimuli that enable the fulfillment of the vision.

It is intended to value vision and communication as fundamental issues of management and/or leadership and to be able to interpret them positively in strengthening the leader's performance.

Therefore, it is concluded from the research study in the context of Juventino Rosas, Guanajuato, that entrepreneurs with managerial skills and who clearly define the business vision, have the leadership competencies to communicate assertively to their employees the vision of the business, which allows meeting the business objectives.

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