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Presentation of the Content

In the first article we present, *Contribution to the continuous improvement of after-sales processes in small business* by GUTIÉRREZ-ZEPEDA, Martha del Pilar, with adscription at the Universidad Tecnológico de Nezahualcóyotl, as the following article we present, *The emotional salary as a strategy to encourage work commitment and talent retention in organization* by RUÍZ-VALDÉS, Susana & RUÍZ-TAPIA, Juan Alberto, with adscription at the Universidad Autónoma del Estado de México, as the following article we present, *Strategy to define the profile of excellence of a commercial talent, as a competitive advantage of human capital for a leading company in northern Mexico* by ARMENDÁRIZ-IZAGUIRRE, Eira Mercedes, MACÍAS-LÓPEZ, María Guadalupe, ORTEGA-MONTES, Fabiola Iveth and RUBIO-ARIAS, Héctor Osbaldo, with adscription at the Universidad Autónoma de Chihuahua, as the following article we present, *Bridging the gap between Education, Technology and employment in the management area* by SÁNCHEZ, José, with adscription at the Universidad de Puerto Rico en Humacao.

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Contribution to the continuous improvement of after-sales processes in small business

Contribución a la mejora continua de los procesos de Post-venta en las pequeñas empresas

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Abstract

According to Santos (2010) he say that customer loyalty is to measure, manage and create value and Furnell C. (2008) say that for a customer to be satisfied it has the consequence that they can buy more in the future, in our work the objective is to know the importance of satisfaction and loyalty, where companies in the restaurant business guarantee their point of view, comparing it with the opinion of the clients of Colonia Narvarte through a mixed investigation were it was an interview with the restaurateurs with a sample of 15 high-quality restaurants with a quantitative investigation and 1,924 inhabitants of the same neighborhood and that meets the characteristics that interest us and that is shown in this document where a confidence interval up to 95% and an error of 5% were expected and the results were very interesting where thanks to these results the companies before starting to implement a strategy, the should read this article so that they can implement either satisfaction or loyalty strategies in order to contribute to the continuous improvement of the processes of the companies so that they give an accurate follow-up to their clients.

Prospect, Customer, Satisfaction, Loyalty, Loyalty

Resumen

Según Santos (2010) nos dice que la lealtad del cliente es medir, gestionar y crear valor y Fornell C. (2008) menciona que para que un cliente sea satisfecho tiene como consecuencia que puede comprar más en el futuro, en nuestro trabajo tiene como objetivo conocer la importancia de la satisfacción y de la fidelización en donde a las empresas en el giro restaurantero nos proporcionan su punto de vista comparado con la opinión de los clientes de la Colonia Narvarte a través de una investigación mixta en donde se realizó una entrevista a profundidad con una muestra de 15 expertos de alta calidad en el giro restaurantero contra una investigación cuantitativa con un universo de 1,924 habitantes de la misma colonia y que cumple las características que se observa en este documento, en donde se consideró un intervalo de confianza hasta el 95% y un error del 5%, los resultados fueron muy contundentes y es preciso que antes de implementar una estrategia deben de leer este artículo para que implementen ya sea estrategias de satisfacción o de fidelización con el fin de contribuir a la mejora continua de los procesos de las pequeñas empresas para que les den un seguimiento certero a sus clientes.

Prospecto, Cliente, Satisfacción, Fidelización

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Introduction

Which is more important for companies: customer loyalty to keep customers coming back, or customer satisfaction to keep them happy, or both; which strategies should companies consider? according to Kotler P. (2008) in his book "Marketing Management" tells us that satisfaction leads to loyalty and that there is a strong correlation between both strategies, not forgetting that for us to reach that tenor must be a total satisfaction of our employees, also this same author but in his book Fundamentals of Marketing (2008) mentions that to capture the value of the customer involves first identify it to generate special strategies for him and feel important in the company and become a loyal customer, But in order to bring these terms to the company after the confinement it is important to know if we can still rely on these concepts after the important changes that have been shown in the population, especially in their behaviour, where it indicates that every business must consider the importance of health because it is now one of the most relevant points for the population.

Therefore, this research will help companies to raise awareness through knowledge and the experiences of other companies in the application of satisfaction measurement and loyalty strategies during the after-sales period so that they can continue to grow. For this reason, this document shows the mixed research in which both entrepreneurs and their customers and prospects are studied in order to make a comparison if both audiences have to do with the subject and how important it is to consider it for the growth of companies, taking into account the experiences of companies that are still standing and with good results, Therefore it is important to consider a methodology through market research for an intervention you will see, therefore the phases of the methodology of mixed research are shown where the problem is posed, the objective is shown and the possible answer to the problem that leads us to this work so that later a qualitative research was carried out where the experts informed us the experts from their experience in relation to the subject as well as the population was studied taking into account a quantitative approach where interesting results are shown where both have many coincidences and at the end the conclusions of this document are shown.

Description of the method

Problem Statement

One of the problems today in small businesses after the confinement Becker S, At: (2020) tells us that most of them have suffered a very strong economic fall that drops up to 50% in sales because it indicates that the majority of the population is choosing to avoid buying food and as a consequence, for example in the United States up to 7 million employees could have been left without employment, according to the National Restaurant Association of the aforementioned country.

On the other hand, it is important to mention that for this business to be a better option, it is necessary that the strategies applied in your business are appropriate to the needs of the company and therefore it is important to know the strategies that can be applied not only before the purchase but also in the Post-sale where the ideal is that the population returns to consume again with the same restaurant and the following questions are formulated in this way.

- How important is it to implement strategies in a company?
- Do companies apply satisfaction measurement?
- How important are loyalty strategies?

Objective

To determine the degree of importance of implementing satisfaction and loyalty strategies for the restaurant sector in order to guide them and increase their sales according to each business in the sector.

Specific objectives

1. To find out the importance of implementing satisfaction and loyalty strategies or the most important one.
2. To find out if they apply satisfaction measurement or implement loyalty strategies according to the mixed research.

Hypothesis

According to the documentary research and past experiences, it is considered that it is of great importance to measure satisfaction so that the organisation can achieve total satisfaction for its customer and this, in turn, when the customer is satisfied, will surely be a frequent customer, but in order for the customer to be loyal to our brand, it is important to generate loyalty strategies as long as it has been detected that the customer is a natural or legal person who frequently buys from the company.

Theoretical framework

This document shows the importance of customer satisfaction and there are measuring instruments that allow us to know their point of view, as indicated by Pozo J. from the website El viaje del cliente, where it represents the degree of compliance with the expectations of the population and the company seeks that its customers have a good experience in order to know if they reach these. or if the organization has areas of opportunity to continue working on them and solve them in order to find a total satisfaction and can begin to consider frequent customers.

A loyal customer according to the writing of Cabrera S. (2013) mentions that it is that person who is first a prospect (potential customer) which becomes a customer and if it is completely satisfied or pleased becomes a frequent customer and to become a loyal customer should be applied loyalty strategies, such as reward plans.

Research process

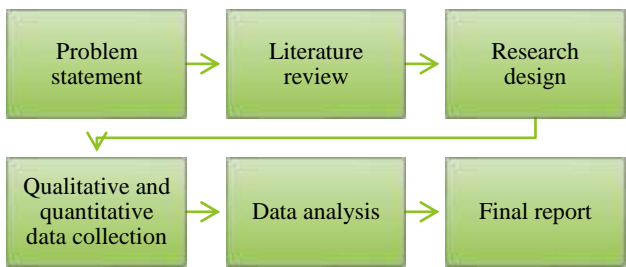


Figure 1 Phases of the mixed research methodology

These phases are the steps to follow to develop this research according to the book Metodología de la investigación, by Hernandez S. (2014).

Data analysis

For the realization of this article a qualitative research was initiated in order to know more in depth in Mexico City especially in the colonia Narvarte Poniente, in the Alcaldía B nito Ju rez, where it is delimited in an area of 160 hectares and a total of 1, 900 commercial establishments in operation, as public and private with the presence of 15 restaurants that have been in operation for more than 20 years according to the website EL DeFe of the "Mexico City through the colonies (October, 2013) as shown in the following figures:

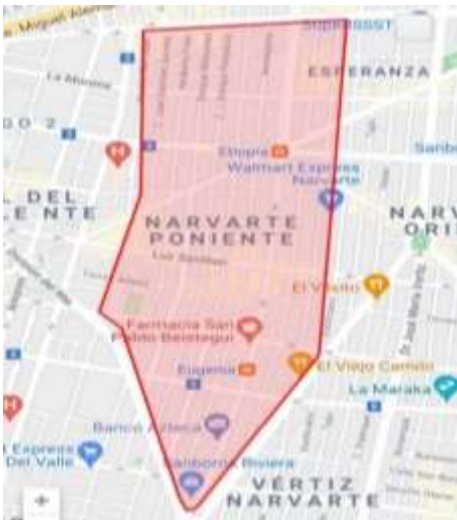


Figure 2 Map of Colonia Narvarte Poniente

As shown in the figure it contemplates the colonia Narvarte Poniente, EL DEFE "La ciudad de M xico a trav s de sus colonias" (October, 2013).



Figure 3 Location of Restaurants in the Narvarte Poniente neighbourhood

This figure shows the locations of the restaurants that were selected according to the specifications described above, EL DEFE "La ciudad de México a través de sus colonias" (October, 2013). For the research design, a non-probabilistic sample of experts was considered, where an in-depth interview was taken into account according to the specified sample. The collection instrument for this qualitative research was an open and structured questionnaire because it served as a guide according to the objectives to be pursued, the results are shown in Table 1 "Comparison of qualitative data" by Luna K & Garrido E. (shown in the Annexes section).

On the other hand, in order to carry out the quantitative research, a survey was applied to the inhabitants of the Narvarte neighbourhood with a finite population of 24,800, where INEGI indicates that only 13% of the population meets the selected profile, i.e. 1,924 people are 37 years old on average, with an average schooling of 14 years on average.

To determine the sample it was necessary to consider the general formula for finite populations according to Market Research.

$$(\frac{e^2 \cdot p \cdot q \cdot N}{(e^2 (N-1) + e^2 \cdot p \cdot q)})$$

Where according to the Universe (N) was 1,924, with a confidence interval of 95% and an error of 5% with a probability for and against of 50% and as a result the following should be surveyed. A total of 364 inhabitants of the place where the sampling method is probalilistico by clusters because all have the same possibility of response, the results were collected through a survey with closed questions with dichotomous items and Likert scales, as the most important results are shown in the Annexes, see Annex 2 "Comparison of quantitative data" The sample was conducted digitally through the TEAMS platform.

Conclusions

Final Report

According to the results of the mixed research it was found that through the consumption of a tangible or intangible product can generate a satisfaction according to the expectations that the customer has and from that point will determine whether it will be a better customer, ie constantly come to the company.

It is also important to mention that in order to be a loyal customer of the company, i.e. a conditional customer who only comes to our company, loyalty programmes are required, so that this can happen, one of the important points is that there is good control, especially in the attention provided.

Now, to determine loyalty strategies it is necessary to carry out a satisfaction measurement so that the company can objectively know the degree of satisfaction and what type of customer it is to determine who will be the ones to generate loyalty strategies mentioned, such as the tangible rewards program as a prize or an intangible as a birthday greeting, these are exclusive strategies only for customers who require and must be loyal for their good purchase history.

As demonstrated in the companies are of great importance such strategies after the purchase if they want customers to return because today's population changes their habits and in this way the restaurants must consider the total and integral quality of the experience for successful results.

Annexes

Appendix 1

Questions	Answers
Since the opening after confinement, has the flow of people improved?	<ul style="list-style-type: none">- Yes, it has improved by 80%.- Yes, the number of visitors has improved.- The changes in the flow of diners have been noticeable.- We have done well since we were able to reopen.- Little by little we have recovered our clients.- Not at first, but now it has improved- Yes, in the last few months it was more noticeable
If so, what actions have you put in place to improve it?	<ul style="list-style-type: none">- Certain offers have been established to help the customer's economy, but respecting the quality standards of the product.- Providing promotions on strategic days, now orders can be placed from the car.- Comply with all government measures to the letter.- Promote on social networks- We provide all the sanitary measures and promotions.- Deliveries are made by means of apps- Implement strict hygiene protocols- Promotion and advertising on social media
What are the benefits of establishing an appropriate strategy for the achievement of objectives?	<ul style="list-style-type: none">- Increased customer frequency, customer recommendation- No financial loss- The increase of visits and the important thing is the economy- There are many, but the main thing is growth

	<ul style="list-style-type: none">- Providing a good service- No economic losses, know what we have to do to avoid problems.- Establish clear actions and goals to meet these objectives.- Focus on resources- Have a broader picture of the situation
Being in a sector of this nature where you deal directly with the customer, is customer service and treatment considered more important than even your own product? Why?	<ul style="list-style-type: none">- Yes, in one part it is true to consider the customer first as it is the source of income, but the quality of the product must always be maintained as this is what makes the customer come to the establishment.- We believe that no, both are fundamental for the customer.- No, because, even if the treatment is good, if the product does not meet or satisfy the customer's needs, they will not return.- No, we believe that, for everything to work, the service, the treatment and the product are a combination.- Having a good product and providing a good service is important because they go hand in hand.- Yes, customer service represents the image of the company and is the main way in which it communicates with the public.- Yes, being the first contact with the customer, good customer service is key for the consumer to prefer you.- Attention and quality of service are the first impression the customer gets of the company.- Yes, you don't just sell products, you sell experiences and that can only be achieved if the quality of service is excellent.
Marketing experts say that it is easier and cheaper to retain existing customers than to acquire new ones, seen from a practical point of view.	<ul style="list-style-type: none">- It is true, because the old customer knows our product and the quality we handle and that is why it is easier to retain them.- It is very true that with customers who already know us, we no longer need to invest to keep them coming back.- Yes, because customers are sure to come back at any time, but new customers do not satisfy their taste or preference.- It is much easier, because the customer already knows us.- It is easier and cheaper to retain customers.- Yes, you save on advertising
Is it important to implement a programme or series of actions that will keep the customer for the long term?	<ul style="list-style-type: none">- Yes, it is important because for some reason the customer is frequently coming back for the product or the treatment.- Everything is important so that the customer always comes back.- Yes, to ensure that their interest is always awake.- It is fundamental and even more so with social networks- Yes, to build trust and establish yourself in the market against the competition.- It is necessary if you want to be one of the best in the market.
What are the benefits of having frequent customers when consuming in the restaurant?	<ul style="list-style-type: none">- The establishment's membership, people's economic- There are many benefits, such as economically, preferential in status- They are customers who will advertise us when recommending us.- Economic benefits- That the place remains open
Do you measure satisfaction and what tools do you use?	<ul style="list-style-type: none">- We do a digital survey if the diner so wishes- Yes, a brief consumer survey at the end of their meal.- We conduct surveys from time to time

Do you monitor satisfaction with your products or services? What tools do you use?	<ul style="list-style-type: none">- Yes, with the pandemic we conducted a small survey using a QR code.- Yes, a tasting of the products to know the quality standard of the product to offer.- We use a digital application when the customer leaves to fill it in.- Every so often we do a control to improve what the customer tells us.
How do you identify them as loyal customers?	<ul style="list-style-type: none">- By frequency and choice- They are regular attendees who interact with us through social networks- They attend continuously, recommend the place and share it via social networks.- They are customers who visit us frequently, order quickly and do the same.
Do you think you have more loyal or satisfied customers?	<ul style="list-style-type: none">- Is 60% Loyal- 40% satisfied
From your point of view and based on your experience, which strategy do you think is more important for a company, customer satisfaction measurement or customer loyalty?	<ul style="list-style-type: none">- Most of the interviewees tell us that the most important ones are the loyal ones, because they have to come back, while the satisfied ones sometimes do not return to their business.
According to your experience in this branch, what are the characteristics of your customers that you know will come back to this place?	<ul style="list-style-type: none">- They are people who look for quality in the product, in the price and in the treatment of their people.- That they have a good treatment with the workers, a good tip.- They have a positive attitude, satisfactorily answer the surveys and are grateful to the staff who attended them.- They are people who leave the establishment happy- They are customers who are seen to enjoy their meal.
How do you identify that it will come back again?	<ul style="list-style-type: none">- By the fact of the response with which they withdrew.- Their attitude towards us could be their activity on our social networks.- They are delighted with the tastings of their dish and the service they are given from the moment they enter and taste an appetizer.- For their attitudes towards the workers- For the good treatment we receive, at every moment we ask if they are well or if they are missing something.
Would you agree to implement a new strategy to have better results in the restaurant?	<ul style="list-style-type: none">- For the better, everything is welcome- Yes, as long as it is for improvement- Yes, as long as my company requires it.- We agree
What kind of strategy would you or did you implement?	<ul style="list-style-type: none">- Offers and giving the best service to each customer- A strategy to improve the service, to attract customers- A dynamic strategy to save money- We have implemented promotions

Table 1 Comparison of qualitative data

Appendix 2

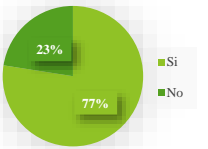
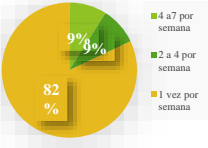
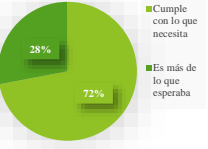
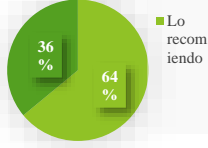
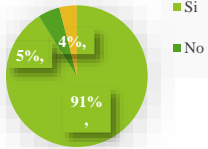
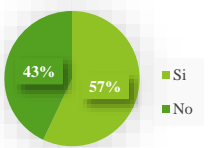
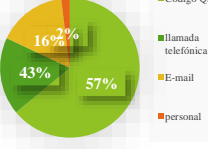

Have you ever eaten in a restaurant since the opening after confinement?	 <div><div>■ Si</div><div>■ No</div></div>	77% of the Narvarte population go to restaurants after the confinement to eat..
How often do you visit such an establishment?	 <div><div>■ 4 a 7 por semana</div><div>■ 2 a 4 por semana</div><div>■ 1 vez por semana</div></div>	It shows that 82% attend once a week.
To satisfy your consumption needs, would you frequently go to the same place, because...?	 <div><div>■ Cumple con lo que necesita</div><div>■ Es más de lo que esperaba</div></div>	As shown, 72% do meet the customer's needs but only 28% feel that the company cares about them and as a result they return to the site.
If you like the restaurant in all its aspects	 <div><div>■ Lo recomiendo</div></div>	As the results show, 64% recommend it and become loyal customers, but when they are only satisfied they rate it well but it is not certain that they will return, and this is the opinion of 36%.
When consuming at the restaurant, if it meets or exceeds your expectations, would you return to consume?	 <div><div>■ Si</div><div>■ No</div></div>	91% of customers said they would return as long as it meets or improves on their expectations, 5% said it would not and 4% said they might return.
When you have been to a restaurant, have you ever been asked a survey to find out how you liked the food and the service?	 <div><div>■ Si</div><div>■ No</div></div>	57% of customers have asked them to carry out a satisfaction survey, while the other 57% indicate that they have not been asked to do so.
What kind of survey have you been asked?	 <div><div>■ Código QR</div><div>■ llamada telefónica</div><div>■ E-mail</div><div>■ personal</div></div>	As shown, 57% of the respondents prefer the QR code, followed by a phone call (43%) to find out if they were satisfied with the service provided.
What is more important to you:	 <div><div>■ Que me atiendan como lo espero</div><div>■ Que superen mis expectativas</div></div>	57% decide that it is better to meet what the customer wants and if it can exceed what they require it is better.

Table 2 Comparison of quantitative data

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The emotional salary as a strategy to encourage work commitment and talent retention in organization

El salario emocional como estrategia para incentivar el compromiso laboral y la retención de talento en las organizaciones

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Abstract

This article explores the characteristics of the emotional salary and its effect on people's quality of life; It is not new to mention that organizations need to be competitive and to achieve this the human factor is of the utmost importance, however, companies are concerned and invest more time in developing and implementing business strategies for their growth, however they are rarely concerned for remunerating and compensating its work team, this being a key piece to retain its best talents, increase performance and increase productivity, so motivation towards collaborators must be a constant concern of any organization- Today, the dynamics Current jobs require a factor that balances their family life and their professional environment, which is why it becomes clear how emotional salary appears as a complement, since the affective needs of workers have a direct impact on emotional well-being and have a direct impact on their labor performance.

Emotional salary, Job performance, Motivation

Resumen

El presente artículo explora las características del salario emocional y su efecto en la calidad de vida en las personas; no es nuevo mencionar que las organizaciones requieren ser competitivas y para conseguirlo el factor humano es de suma importancia, sin embargo, las empresas se preocupan e invierten más tiempo en desarrollar e implementar estrategias de negocio para su crecimiento, no obstante en escasas ocasiones se preocupan por retribuir y compensar a su equipo de trabajo siendo este una pieza clave para retener sus mejores talentos, incrementar rendimiento y aumentar la productividad, por lo que la motivación hacia los colaboradores debe ser una inquietud constante de cualquier organización- Hoy en día, las dinámicas laborales actuales exigen un factor que equilibre su vida familiar y su entorno profesional, por lo que se pone de manifiesto como el salario emocional aparece como complemento ya que las necesidades afectivas de los trabajadores tienen un impacto directo en el bienestar emocional y repercuten directamente en su rendimiento laboral.

Salario emocional, Desempeño laboral, Motivación

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Introduction

As is known, organizations must design strategies that allow them to adapt to current markets, in order to respond to the needs and demands of the environment; This implies the formulation, development and implementation of strategies for the operation of the company, this through committed collaborators who contribute to the fulfillment of organizational objectives.

Although it is true, in the era of knowledge, organizations play a fundamental role, however, the people who make it up are transcendental for its operation, since they are the ones who stimulate the learning processes, the generation of knowledge and the changes necessary to achieve greater competitiveness and organizational sustainability. It is therefore important to address a vision of human talent towards the attention that must be given to human talent in which it enables collaborators to develop skills to better perform their work, increasing their productivity and motivation.

Therefore, the development of this work is framed in studying the impact that emotional salary has as a strategy to improve work performance in organizations in order to achieve organizational sustainability in a time of profound changes.

Problems

The labor market is and has been the means to sustain the lives of people, their families and social development (Cedeno and Chávez, 2020), work is vital for man (Rubio, Beltrán, Baltazar and Gomez-Sanchez, 2020). However, currently the salary is not enough (Hernández and Osorio, 2018), since employees have different perceptions and needs.

Today, salary is not the only indicator as a motivational factor in employees, since for their permanence and satisfaction they focus on other types of non-economic rewards that represent greater satisfaction, not only professionally but also emotionally.

Of course, each person expresses different needs with respect to her work, this difference lies in a series of elements whose scarcity or absence leads to a state of poverty and a variety of different aspirations.

It would be believed that one way to have a satisfied employee would consist in granting an excellent economic remuneration as consideration for the work he performs; however, with the passage of time this resource has come to lose strength. If we want competitive and productive organizations, we must balance the conditions in which the worker is sometimes subjected; that is to say, a balance between economic remuneration and an emotional salary.

Regarding this, Gómez (2018) states how important it is to have a strategy that helps staff satisfaction (economic and emotional) and thus improves their job performance.

The investigation was carried out in a telecommunications company (who, by company policy, prohibit the use of their name in the publication of this project), where within the current problem it is intended to consider that the emotional salary is a significant element. in the health and well-being of its collaborators.

In this way, the interest of this research is manifested in how the emotional salary improves work performance in organizations and that this can be provided by an organization as a complement to the economic salary, thus increasing worker satisfaction and making more attractive to employees. the company in the labor market.

From the above, it follows as research questions: What relationship exists between the Emotional Salary and work performance in organizations? What role does the emotional salary play in collaborators? And how important is the emotional salary with the motivation of the staff?

Theoretical framework

To achieve a better understanding of emotional salary, an extensive literature regarding the importance of the human being for organizations was reviewed; Between the bibliography and papers, it was possible to identify the following theories that encompass the concept of emotional salary, where the fundamental thing is to look for a healthy company that contributes to the balance between the work and the personal.

For collaborators it is important that their work is recognized, that generates motivation, to later receive recognition from the tangible to the intangible; therefore, the theories that support the understanding of emotional salary have their origins in studies on motivation, as explained below:

Herzberg's theory: the author mentions that to be motivated people require two factors:

- Satisfaction factors: it is everything that makes the collaborator happy.
- Hygiene factors: these are variables that the employee does not control and are determined by the company; achievement, recognition, responsibility and promotions are elements that are considered motivational for the employee.

Vroom's Theory of Expectations: Motivation comes from the expectation that the individual has for the result of his actions. This theory has three elements or factors that start from motivation:

- Expectation: the effort that the worker has for his work, hoping that this will lead him to reach a desired level of performance.
- Strength: relationship that an individual perceives between his performance and the achievements that are generated or the reward that he obtains for that level reached and
- Valence: importance that the person gives to the reward received.

McGregor's theory: found, fundamentally, related to human behavior; two models are exposed to decipher people in organizations, the X in which it presumes that human beings are idle and that under this premise work is a form of punishment, having them threatened to do their jobs, and the Y says that human beings find satisfaction in work and will always strive to achieve the objectives.

Shein's complex man theory: satisfied needs do not disappear and sometimes change or are replaced by other new needs.

Therefore, a motivated employee is the cause of positive changes that favors their behavior; Therefore, identifying his motivational factors is essential to understand his way of acting and thus manage an appropriate strategy.

Under this premise, motivation has a direct relationship with emotional salary. Although it is true, the motivation has intrinsic elements (internal, non-economic incentives) and extrinsic elements (quantifiable cost for the collaborator); however, economic remuneration, although it is fundamental, non-monetary remuneration has a greater impact on motivation, since from there comes the recognition that gives value to a collaborator.

It is necessary to consider motivation as a generator of positive changes that can be evidenced in productivity and in the organizational climate, since people are always constantly searching for personal and professional achievements; This balance between work and personal is pronounced with an aspect of emotional salary, which Gómez (2011) defines as that which is intangible and which causes additional motivation for the collaborator to carry out their activities with high commitment and therefore organizations achieve their goals.

Compensation is of great importance to employees and can influence other indicators of the organization, which is why it is reiterated that this is a determining factor in the level of job satisfaction (Mabaso and Dlamini, 2017). Gay (2019), affirms that a fair economic retribution is not always the most admired thing for the human being since a job is perceived as something more than an economic income and that it can be improved by another organization, but the most important factor is the emotional, which makes a difference and achieves happier and more committed workers for their organizations.

For Abraham, Contreras and Montoya (2019), they consider that job satisfaction is a factor that allows the collaborator to find aspirations when carrying out their work.

In the case of Mexico, there is the NOM-035-STPS-2018 standard, (applied as of October 2019), named as anti-stress whose application in companies is mandatory and its main objective is to have work environments beneficial for the worker, preventing psychosocial risks in the work environment; this may have implications in the design of an emotional salary strategy based on the characteristics and internal needs of the work environment and the needs and perceptions of its workers.

These positions allow us to pronounce that an emotional salary strategy must: be non-monetary, be beneficial, generate commitment and a positive reinforcement of the brand that helps staff satisfaction and satisfy the organizational needs of the company.

That is why, in the theoretical framework used, theories that try to support emotional salary aimed at promoting and providing a set of benefits development opportunities, flexible hours and emotional well-being were considered, which are subdivided into: Life balance, training, feedback, promotions and career line, support from a coach, complementary benefits, family union, recreational activities, Integration activities, respect, professional challenges, participation, levels of autonomy and recognition (Morales 2016).

Gay (2019), indicates that the emotional salary has 5 dimensions:

- Sufficient conditions for the collaborator to work at ease: safety, cleanliness, order, equipment in good condition.
- Environmental conditions of the work space: solid and extensive infrastructure.
- Companionship in labor relations: bonds of harmony and solidarity between co-workers.
- Reconciliation of work and family.
- Creativity and flexibility as they are key to internal and external communication.
- For his part, Bonilla (2016) indicates that the emotional salary factors are:
- Development opportunities (training, talent management, coaching, mentoring and career planning).
- Life balance: flexible work schedules, benefits for physical health, family integration and opportunities for leisure and recreation.

- Psychological well-being: recognition, autonomy, professional challenges and significance in the community.
- The work environment: camaraderie, sense of family and team.
- Work culture: attend to social responsibility.

These positions can be complemented with the position of Pita (2017), who mentions that the factors inherent to emotional salary are:

- Development opportunity: training, feedback, promotion judgment and coaching.
- Flexible hours: additional benefits, family integration, life balance.
- Emotional well-being: professional challenges, participation, levels of autonomy and recognition.

These positions highlight the balance between work and personal life, that is, those benefits that allow workers to reconcile their personal and work lives.

Methodology

The objective in the first stage is to implement the emotional salary as a strategy to improve work performance in a telecommunications organization; The study carried out has its application in the qualitative approach, since the origin of the event was investigated in depth and was based on observations to describe a problem, trying to find explanations and answer the "why" to inform and describe the information. thrown;

A descriptive study was used in which a systematic review of the scientific literature was used in relation to the strategies and results of the emotional salary, the data collection technique was the survey of 20 questions in which it was wanted to know the degree of autonomy, belonging, creativity, direction, happiness, satisfaction, inspiration, personal growth, professional growth, feeling of purpose and what would be their emotional salary; reaching the conclusion that the emotional salary and the effectiveness is significant, that the emotional salary contributes in a representative way in the effectiveness, likewise, if it contributes notably to a greater commitment at work and a sense of belonging.

In this sense, the company under analysis, although its intrinsic and intrinsic motivation strategies are well executed, it is always worth making the working day more pleasant and improving their quality of life and their relationship with the company, so proposing strategies of emotional salary for the increase of the effectiveness they consider it as an opportunity to continue at the forefront.

Characteristics of the population and sample

The study population is the headquarters of the telecommunications company located in the Toluca Valley, State of Mexico, which is made up of a solid work team of more than 60 talented professionals; The company has a talent retention strategy as the key to establishing an organizational culture that is an example of trust, honesty, commitment, teamwork and openness to diversity.

An intentional qualitative sample was taken as a representative sample, this due to the workload and the company's own strategy, in which the head of human resources made a random selection of 15 employees to answer the survey, taking into account each one of the three levels found in the company: Headquarters, Administration and Plant, to which a survey was applied about the perception of the elements of emotional salary; In this sense, the data collection was carried out on a census basis, since some collaborators of the organization participate. (Hernández, Fernández and Collado, 2014)

Research assumption

It is established as a research assumption if the emotional salary as a strategy allows improving work performance in organizations.

Results and discussion

With the data provided, the company will have a vision of what aspects of work their employees value and will help highlight certain patterns and trends throughout the organization, creating a change in perspective and leading to the creation of more effective strategies in the area of human resources. in people development.

The following information can be collected from the surveys:

It was found that the entire sample has a conception of what an emotional and economic salary is very similar to the definition used in this work; They consider that economic remuneration is made up of a reward for the work done and that it includes legal aspects such as bonuses, vacations, endowments, overtime and others, and they consider it a benefit, even a luxury, and that it allows emotional and personal growth, since many organizations no longer offer such benefits, so these factors are motivational.

In the questions about the additional benefits to the salary, the staff reflects that the company does offer additional benefits and that they also motivate most of the times, among the benefits that the company offers are: recreation and sports, support for education, recognition, health support, parking support, tag, car and flexible hours, although the latter was only mentioned in 5 surveys specifically belonging to the administrative area; the rest do not recognize it as a benefit they obtain because they are not considered in that category.

This makes it possible to identify that, although the workers do not perceive the existence of the types of emotional salary developed in the text, they do perceive the presence of other forms of it. It should be noted that the benefit that workers would most like the company to grant them is flexible hours.

It can be said that, although the collaborators perceive certain benefits in the company, it seems that they get a little confused between economic and emotional and the way in which they are granted. This considering that everything starts from a need, which, when covered, the human being comes to feel satisfaction and therefore motivation to be happy in his work.

As an extra comment, talking with the head of human resources, she explains that the company's structure considers two approaches: the hard one, which refers to the organization's infrastructure; and the soft that refers to the way things are done, implies the values, beliefs and attitudes of people. These are attributes that must be developed in your collaborators. In previous studies carried out by the organization, we were shown data that reflects the level of affective commitment by employees, which is reported by 84% and the commitment to continuity by 87%.

The company has gradually implemented practices that have had a positive impact not only on the effectiveness of the processes, but also on the perception of the workplace and the work environment. Therefore, the area is constantly evolving to create policies, programs and initiatives to be certified as one of the best places to work.

The high level of trust and pride of the collaborators towards the organization was not easy, the company required to integrate actions and procedures and for its collaborators to begin to see tangible aspects in the facilities, the benefits, the peace of mind of remaining in their work, congruence of growth and equity.

Therefore, the company reflects a lot of openness to the development of strategies that help to fulfill its objective.

Practical implications

It is worthwhile for companies to reconsider the need for an emotional salary strategy, both for the benefits to attract talent, as well as to increase retention and improve the sense of belonging. In our knowledge and considering the literature consulted, the following are considered as pillars:

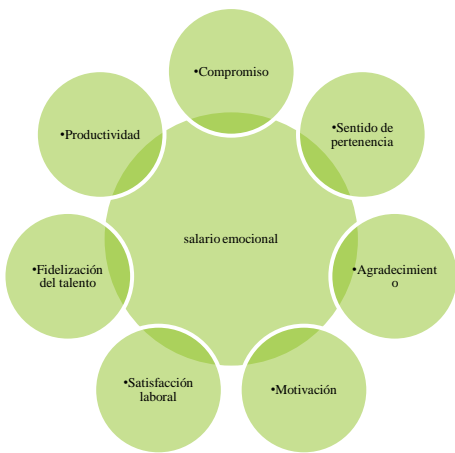


Figure 1 Pillars of the Emotional Salary
Source: Own Elaboration 2022



Maslow	Desarrollo de una mismo
	Ser y sentirse valorado
	Pertenecer a un grupo
	Libre de amenazas
	Necesidades para sobrevivir

Figure 2 Maslow's pyramid
Source: Image taken from Google



Figure 3 Barrett's levels of consciousness
Source: Image taken from Google

Proposal of an intervention model

The following model reflects the first conceptual contributions on the pyramidal representation of how human needs should be covered and that, when considered in organizations, a better emotional salary strategy can be implemented.

It is considered important that the needs that must be covered in the first instance are those of aspirations, achievements and benefits (life purpose), gratitude, identification and training (transformation, innovation and learning), guarantee and firmness (job stability, financial, health). , affective relationships and emotional sensitivity (belonging to groups, coaching, mentoring, connection, respect and communication), vital (needs to survive).

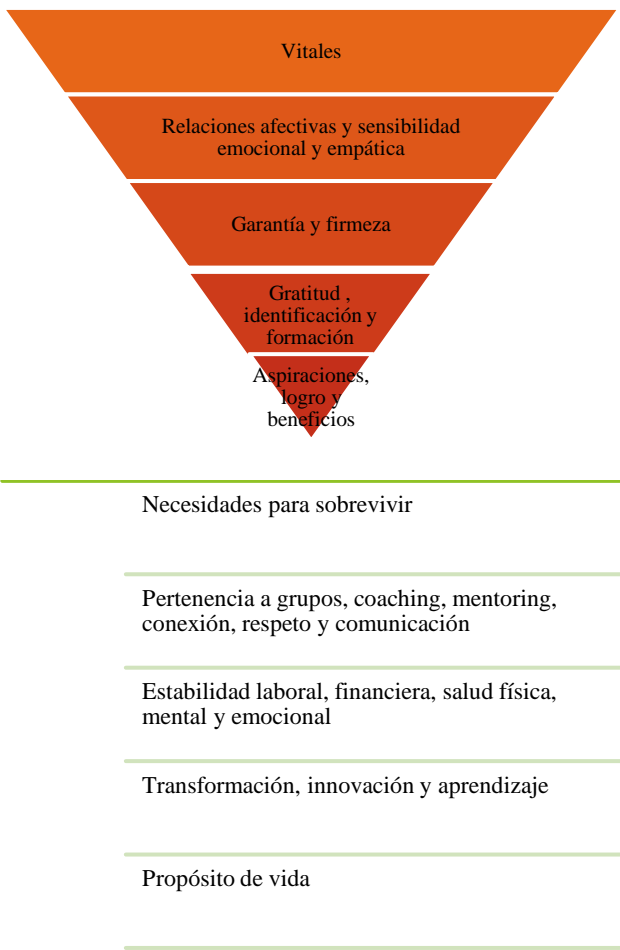


Figure 4 Human Needs Model
Source: Own Elaboration 2022

Under this scenario, it is considered that the following:

The first link to cover should be personal aspirations, achievements and benefits, since it is the reason for our existence, it is what gives meaning to what we do and what becomes a compass between the moral and the motivational of our actions. , decisions and sacrifices, Under this scenario it is considered that the following: The first link to cover should be personal aspirations, achievements and benefits, since it is the reason for our existence, it is what gives meaning to what we do and what becomes a compass between the moral and the motivational of our actions. , decisions and sacrifices,

The second link that must be covered is gratitude, identification and training; gratitude allows us to see things from a positive perspective, thanking others makes us have more empathy with the other and helps us to give recognition to others, in this way we do not have to see people as competition and it will be more easy to recognize the achievements of others; Likewise, this person will be able to participate better in the team and get more involved in the organization and with this, professional training can be defined as the set of activities whose objective is to provide the knowledge, skills and attitudes necessary for the exercise of a profession and the consequent incorporation into the world of work.

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The third link to be covered must be the guarantee and firmness; It refers to the security that a person must have for the conservation of their work, with a high level of stability, this will result in an increase in their productivity, if as a fair payment for the service provided.

It also includes physical integrity, mental and emotional that has been the way in which we manage our daily life, in which we relate to others in different environments and the responsible management of feelings, thoughts and behaviors.

The fourth link refers to affective relationships and emotional and empathic sensitivity, which are reflected in an affective bond of empathy and mutual care that unites people with each other and that provides well-being, security, and is the basis for the development of human beings.

The fifth and last link are the vital ones, defined as those to survive such as: eating, sleeping, drinking water, breathing and that are essential for the human being to live.

This order is considered because in this way growth is sought and implies the incentive for the fulfillment of vital goals or objectives that give meaning to life. It is recommended that the organization consider the proposed pyramid as the basis for emotional salary and carry out a second collaborative investigation to determine the impact of each of the links in order to develop an ad hoc strategy. However, it is proposed that you can start by considering an emotional salary program in your agenda by attending to the following:

Salario emocional	Canales de comunicación y escucha afectiva y empática
	Flexibilidad
	Promover las buenas relaciones personales
	Transparencia
	Nuevas oportunidades
	Reconoce a tus empleados
	Labores remotas
	Plan de carrera
	Capacitación
	Estabilidad laboral
	Beneficios sociales

Table 1 Emotional salary
Source: Own Elaboration 2022

In relation to improving work performance, a factor to highlight is the behavior of the collaborators and their relationship with the environment, learning, leadership, motivation and their needs, which will always be directed by ends and goals. Therefore, when designing a particular strategy, the exploration of each of the factors must be considered to create the right work environment.

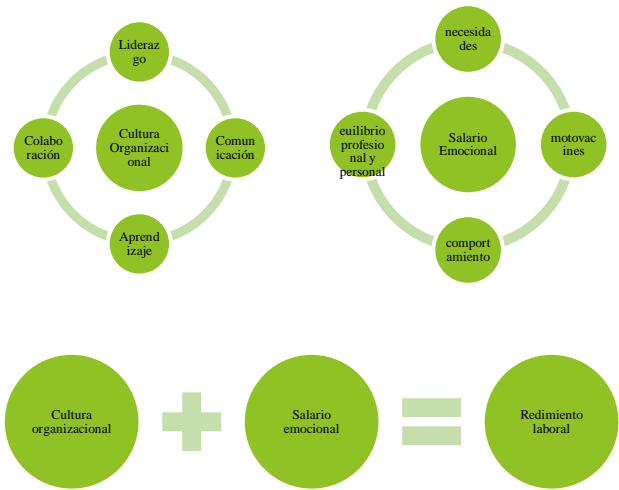


Figure 5 Strategic Design
Source: Own Elaboration 2022

As can be seen, the strategy consists of the development of an organizational culture that implies (good leadership management, empathic communication, continuous learning, teamwork) plus the implementation of emotional salaries (to reach them, it is essential for the company to carry out analysis the behavior of its collaborators, as well as their needs, motivations and well-being); which must fit with the values that are shared both individually and organizationally. In order to give meaning to their work and feel that they have opportunities for professional development, employees need an emotional salary. The more motivated, they work better and improve their performance.

Conclusions

It can be considered for the above that work performance is improved under the use of a non-financial compensation scheme known as emotional salary.

It is necessary to clarify that the reviewed literature supports the benefits of using the emotional salary. An economic salary does not guarantee 100% the well-being of a person, current labor dynamics require a factor that balances your family life and your professional environment. To this extent, the emotional salary appears as a complement since the affective needs of workers have a direct impact on emotional well-being and have a direct impact on their work performance.

A study should be made on the behavior, needs and motivations of the human factor for the design of the strategy; Likewise, it is important that employees also have an understanding of the company's priorities. With this, there will be a balance and greater motivation, sense of belonging and job satisfaction is achieved.

However, the concept of emotional salary is complex, based on what the company implements; Therefore, it can be understood that employees should not only be compensated financially speaking but also emotionally, thus strengthening the company-employee relationship.

The existence of this relationship guarantees a better preparation against any type of adversity that could arise, for which the emotional salary has incurred with great importance in the business dynamics.

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Strategy to define the profile of excellence of a commercial talent, as a competitive advantage of human capital for a leading company in northern Mexico

Estrategia para definir el perfil de excelencia de un talento comercial, como ventaja competitiva de capital humano para una empresa líder del norte de México

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Abstract

The human capital represents, without a doubt, an indispensable force to increase productivity and efficiency in companies overseas. The objective was to define a profile of excellence for talents who can participate in a leading company in northern Mexico. A second objective was to prepare a judgment of the company regarding its recruitment and personnel selection procedure. The parameters were qualitative and a questionnaire with open questions was used as a data collection instrument. The ideal profile for each position was identified considering previous experience, academic training, skills, and even intangible variables such as the company's organizational culture. The coordination of the candidate's work area and the recruitment area, as well as the selection of personnel, was analyzed. The priority of company employees to fill their vacancies over external candidates was considered. In addition, a structuring of a competency model was pondered. The results showed that in the selection process, the verification of the information provided in the resume, such as personal and work references, is emphasized.

Intellectual capital, Personal, Ideal profile

Resumen

El capital humano representa, sin duda, una fuerza indispensable para elevar la productividad y eficiencia en las empresas en todo el mundo. El objetivo fue definir un perfil de excelencia para talentos que puedan participar en una empresa líder del norte de México. Un segundo objetivo fue elaborar un diagnóstico de la empresa referente a su procedimiento de reclutamiento y selección de personal. Los parámetros fueron cualitativos y como instrumento de colección de datos se utilizó un cuestionario con preguntas abiertas. Se identificó el perfil ideal para cada puesto considerando experiencia previa, formación académica, competencias, e incluso variables intangibles como la cultura organizacional de la empresa. Se analizó la coordinación del área de trabajo del candidato y el área de reclutamiento así como la selección del personal. Se contempló la prioridad de los colaboradores de la empresa para cubrir sus vacantes, sobre candidatos externos. Además, se ponderó una estructuración de un modelo por competencias. Los resultados mostraron que en el proceso de selección, se enfatiza la verificación de la información proporcionada en la hoja de vida, como referencias personales y laborales.

Capital intelectual, Personal, Perfil ideal

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Introduction

Human capital is defined as a way of valuing the set of experiences, knowledge, skills, abilities, attitudes, values, habits and capacities of the collaborators that a company, an organisation or a country has (Kenton, 2023). This human capital contributes to the increase in the productive labour force, which is why it can be considered the most basic and important resource for generating economic growth, accompanied by increases in productivity and efficiency (Ross, 2021).

In the middle of the last century, the economist Schultz (1961) mentioned that education and training should be considered as an investment as it would lead to higher productivity in companies. In fact, the term intellectual capital was coined, which to this day is known as human capital or human capital theory.

Once the human capital theory was generated, it was expected that in its first decades there would be a significant upturn in the transformation of firms; however, this effect did not occur (Schultz, 1983). It became evident that labour productivity did not depend solely on investment in staff education, but that other factors such as taxation, wage controls, company incentives and strong public sector intervention were required to minimise differences in the pay scale among workers (Taberner, 1999).

Some companies in Mexico and other countries do not have solid job descriptions in the commercial area, which means that, even when the recruitment and selection process is rigorous, the expected results are not obtained when the candidate is hired. As a consequence, the company suffers a loss of time and an unanticipated waste of money.

Considering this background, the objective of this study was to define the process for the selection of the profile of excellence of a competitive talent for a leading company in the north of Mexico. A second objective was to elaborate a diagnosis of the current recruitment and selection procedure, suggesting competitive roles and skills by assigning a value to the requirements of an ideal profile.

Methodology

The study was carried out in a leading company in the north of Mexico, in a Mexican company, founded in the city of Chihuahua, state of Chihuahua, Mexico in 1957. The company is a proudly Chihuahuan firm, with an international presence, which stands out for the production of environmentally friendly products that support the agricultural sector in solving productivity and quality problems in their crops.

The company's mission is to develop and commercialise differentiated products and technologies in agriculture with the purpose of contributing to a sustainable nature. The company has an international presence with the products it manufactures.

It is important to mention that its vision is "...to be the company with the largest market share in the segment of agricultural products with a sustainable approach in Latin America", and in order to achieve this vision, the company is continuously applying expansion strategies, either by developing new products or by searching for new national and international markets.

To achieve the objective of the study, an interview was designed and applied to the person in charge of the recruitment and selection process of the commercial area within the company, in order to identify through this field research the selection models used by the company. The population was external and/or internal candidates for vacant and newly created positions for employees of the company. The parameters were qualitative given that the object of study is a group of people who are already working in the company in different positions of the four positions to be analysed. For this research, a "questionnaire" with open-ended questions was used as a data collection instrument, in which the occupants of the different positions mentioned above answered the questions posed.

With the results of the questionnaires, the most relevant aspects to be considered for the adequate job description of the different positions of interest were determined. The ideal profile for each position was identified, the recruitment and selection process was conducted more efficiently as well as with a more specific approach to meet the real needs of the company.

In other words, the profiles of each applicant were compared with the ideal profile already established by the company.

Results

Considerations regarding the company under study

The company, through the person in charge, mentioned that, from their point of view, it is essential to draw up a profile of the position. This profile should consider logical aspects such as previous experience, academic training, competencies, and even intangible variables such as the company's organisational culture. In this last aspect, the coordination of the candidate's area of work and the area of recruitment and selection of personnel should be considered, as well as the priority of the company's collaborators to fill its vacancies, over external candidates. In addition, the structuring of a competency-based model.

The results show that in the selection process, emphasis is placed on the verification of the information provided in the curriculum vitae, such as personal and employment references. Candidates are asked to provide a letter stating that they have no criminal or police record, state and federal databases are checked to ensure that they do not have any lawsuits, the IMSS is checked for weeks of contributions, and payroll receipts are requested for the candidate's current or last job.

The company takes the recruitment and selection process seriously and therefore has an adequate budget to cover the costs of psychometric tests, medical examinations and to cover the annual membership fees for different specialised employment websites such as OCC, INDEED and LINKEDIN.

Sometimes the head of the area applying for the vacancy puts pressure on the recruiter to speed up the candidate selection process. The vacancy application (personnel requisition) that the company has, has all the necessary spaces for the area requesting the personnel to specify the profile of the vacancy they need. There is a flow chart of the recruitment and personnel selection process, as the recruitment and personnel selection process is of utmost importance for the company.

It is important to mention that there is a database of resumes of potential candidates, easy to consult in an exclusive e-mail for recruitment. For a quick selection of resumes, the analysis of education, experience and diplomas is used as a filter to eliminate unsuitable candidates. Management approval of the vacancy application, which initiates the recruitment and selection process, can take 1 to 3 days, while the recruitment and selection process takes 1 to 15 days. The most common means of recruitment used by the company is a mixed programme (staff recommendations, agreements with universities and specialised employment websites).

The selection process always includes the following tests: knowledge, psycho-technical, psychometric, psychological, personality and simulation tests. The final decision to select the candidate to fill the vacancy is taken by mutual agreement between the immediate supervisor and the human resources manager.

The necessary resources available to the company for the selection process are human, technical and/or technological, financial, administrative and marketing. The company currently uses the following internal recruitment techniques: voice-to-voice with employees and email recruitment.

Researchers Robertson and Smith (2001) documented an excellent analysis of the recruitment process, emphasising the fact that many companies do not upgrade in the short term. These authors suggested the use of meta-analyses for selection and an article by Schmidt and Hunter (1998) identified meta-analyses with 17 selection methods.

Of the responses (Analysis)

For the analysis of the results, the interviews were first transcribed and then the responses were grouped according to similarities and differences, as well as general aspects and specific positions. The data were then contrasted with the theory and the textual testimonies were analysed to enrich the analysis of the data collected from the interview. These were extracted from the transcripts of the questionnaires resulting in the following job descriptions of the different positions: sub-zone leader, zone leader, regional leader and market leader.

Job description: Sub-area leader

The objective of the position is to promote the productive development of farmers by seeking to increase their profitability and thus capture a part of that incremental value for the company, through the implementation of the business model and the demonstration of the value offer to the client.

The individual responsibilities of the position are: Meet your Demonstration Process budget to ensure effective Demand Generation. To be fully conversant with the Value Offerings and their demonstration process. Comply with the specific training programme for your role. Conduct field tests (quick and folios), follow up on them and document the results obtained. Prepare progress reports and follow-up of activities of the operational plan, through the internal platform.

Conduct meetings and presentations in the field, with the intention of disseminating the results, influencing the generation of demand. Maintain and increase the number of customers served under the company's business model. Maintain an adequate physical condition to be able to deliver face-to-face advice in the field.

Responsibilities shared with other positions are: Support the area leader in generating demand from potential customers. Collaborate with the commercial management leader with information. Collaborate with marketing activities. Support in the collection of information on customer non-conformities.

Organisational Parameters: Reports to the area leader. Interaction with marketing and technical support staff. Interaction on dotted line with other Sub-zone Leaders and interaction with market development leader.

Job description: Zone Leader

The objective of the position is to lead your team in the implementation of the company's business model, in the customer segment defined as a priority in your area. He/she must transmit to his/her team a strategic sales vision, as well as a discipline in the implementation of the demonstration process and management indicators.

The individual responsibilities of the position are: Implement the company's business model, seeking to meet budgeted sales growth. Meet your demonstration process budget to ensure effective demand generation. Fully understand the value proposition and its demonstration process. Compliance with market development. Comply with the specific training programme for your team and role in technical, commercial and marketing aspects. Updating commercial tools.

Plan, execute and control the activities of the operational plan corresponding to your position and to the sub-area leaders under your responsibility. Knowing the commercial agreements with the distributor, monitoring their compliance. Manage the relationship with commercial support entities such as technology transfer advisors; distributors and key accounts (Sales > 5MDP). Preparation, execution and control of the expense budget for your area and create a climate of motivation, innovation and growth to maintain a good working environment.

Responsibilities shared with other positions are: Define strategies, action plans, annual sales budget in conjunction with the regional leader, business development leader and market development leader. Working together with the research and development area for the introduction of new products in the market, as well as conducting qualitative product research. Provide input to the Business Management Leader and assist with Marketing activities.

Organisational parameters are: Reports to the regional leader. Interaction with marketing, technical support, supply chain and records personnel. Commercial leader Mexico.

Interaction with market development leader.

Staff supervised are sub-area leaders and decision rights are sales budget and projection of their area, relationship with distributor in their area and distributor/customer commercial strategy.

Job description: Regional leader

The objective is to lead his team in the implementation of the company's business model in the customer segment defined as a priority in his region. He/she must transmit to his/her team a strategic sales vision, as well as a discipline in the implementation of the demonstration process and management indicators.

The individual responsibilities of the position are: Implement the company's business model, seeking to meet budgeted sales growth. To meet your demonstration process budget to ensure effective demand generation. To fully understand the value proposition and its demonstration process. Market development compliance. Manage the relationship with commercial support entities such as Technology Transfer Advisors; distributors and key accounts (Sales > 5MDP). Comply with the specific training programme of your team and role in technical, commercial and marketing aspects. Updating of commercial tools. Plan, execute and control the activities of the operational plan corresponding to your position and the leaders under your charge. Knowing the commercial agreements with the distributor, monitoring their fulfilment. Preparation, execution and control of the expense budget for your area. Create a climate of motivation, innovation and growth to maintain an adequate working environment.

The responsibilities shared with other positions are: Define strategies, action plans, annual sales budget in conjunction with the business development leader. Working together with the research and development area for the introduction of new products in the market, as well as conducting qualitative research of the products. Provide input to the business management leader and assist with marketing activities.

Organisational parameters are: Reports to the commercial leader Mexico. Interaction with marketing staff, technical support, supply chain, records and business management leader. Interaction with human capital. Staff supervised are indirect zone leaders and sub-zone leaders. Decision rights are: Sales budget and projection of their region. Relationship with the distributor in their region. Commercial strategy distributor/customer and technical strategy by crop in their region.

Their level of influence is in the recruitment of staff in their region and selection of the commercial channel.

Job description: Market development leader.

The objective of the position is to lead your team with discipline in the implementation of the company's demonstration process, in the crop segment defined as a priority in your area.

The individual responsibilities of the position are: Guardian of the value propositions per crop in his/her region. Designs the protocols for the demonstration of the value propositions per crop. Oversees the intelligent use of resources (services) that support demand generation. Follows up on the execution of demonstration processes. Controls the execution of the demonstration processes (percentage of progress, number of processes in execution, number of processes with satisfactory results in terms of quality and time). Training in the correct execution of the demonstration process and creating a climate of motivation, innovation and growth to maintain an adequate working environment.

The responsibilities shared with other positions are: Define strategies, action plans, annual sales budget in conjunction with the regional leader and commercial director. Working together with the research and development area for the introduction of new products in the market, as well as carrying out qualitative research on products. Provide input to the business management leader. Collaborate with marketing activities and support in the collection of information on customer non-conformities.

The organisational parameters are: Reports to the commercial director Mexico and interacts with commercial, marketing, technical support, supply chain and records staff.

Decision rights: Value offerings (current and future) per crop in the region. Demonstration protocols of the value offerings by crop and approval of the demonstration processes to be executed by the sub-zone and zone leaders.

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Conclusions

It is concluded that the company under study does not have updated job descriptions, which is causing: confusion in defining the limits of each position in the commercial area as they do not know exactly what the inherent functions are. A control system is recommended to evaluate the fulfilment of the objectives of the recruitment and selection process.

It is notorious that a certain candidate is recruited to fill a vacancy and it turns out that he/she was not the right person. It is also concluded that some employees are not clear about their place in the company and that their values are not aligned with the culture of the organisation. Some employees are uncertain as they do not know whether they have the authority or responsibility to make certain decisions.

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Bridging the gap between Education, Technology and employment in the management area

Reducción de la brecha entre la Educación, la Tecnología y el empleo en el área gerencial

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Abstract

The use of technology is considered a key piece to the success and business performance, education and employment that are important to the future of evert organizations. In this context of technological competencies a content validity study was conducted with fourteen professionals in the area of computation and management. The content validity analysis allowed an analysis of reagent to calculate the estimate of internal consistency and discrimination indices in a sample of 312 managers. Consistency coefficient instrument were also determined using the Cronbach Alfa. As a final result of the work, factor analysis and the eigen value was used to establish competence in the use of software applications by managers. This study allowed us to propose a conceptual model of technological skills in the labor market.

Resumen

El uso de la tecnología se considera una pieza clave para el éxito y el rendimiento empresarial, la educación y el empleo que son importantes para el futuro de evert organizaciones. En este contexto de competencias tecnológicas se realizó un estudio de validez de contenido con catorce profesionales del área de informática y gestión. El análisis de validez de contenido permitió realizar un análisis de reactivo para calcular la estimación de los índices de consistencia interna y discriminación en una muestra de 312 directivos. También se determinaron los coeficientes de consistencia del instrumento mediante el Alfa de Cronbach. Como resultado final del trabajo, se utilizó el análisis factorial y el valor eigen para establecer la competencia en el uso de aplicaciones informáticas por parte de los directivos. Este estudio permitió proponer un modelo conceptual de competencias tecnológicas en el mercado laboral.

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Introduction

In times when technology is really critical for the future of a company, the most repeated questions asked in the last two decades of the twentieth century by management bodies refer to the way in which the training of the workforce should be approached. Of course, training, integrating and qualifying is not the same as in past decades, when businessmen did not have to work with economic, technological and social globalization (Aguirre, 1998).

The failure in this attempt is basically due to two reasons. The first is the lack of a coherent plan to introduce technology to the workforce. The second reason is the lack of a flexible strategy for teaching the mechanics of how to perform a given task (Aguirre, 1998). According to Blanchette (1998), it is also important to recognize resistance to change.

This applies equally to the learning of new technologies, since many people fear that it will disrupt the established order. If the organization does not address these fears, employee performance will be adversely affected. The introduction of new technologies will be a process fraught with uncertainty and resistance.

When an organization identifies the technology that will be introduced into the company it must know what type of technology it is launching, how it uses it, and who will use it, as well as allow employee participation in the technology integration process. It is best to talk to those who will be directly involved and ask them for ongoing communication during the incorporation process (Blanchette, 1998).

The middle of our century will go down in the history of education as the most spectacular expansion. Worldwide, the number of students enrolled increased more than six-fold. Between 1960 (13 million) and 1995 (82 million) but it is also the time when the disparity between industrially developed countries, developing countries and, in particular, countries in terms of access to higher education and research and the resources available to them became even more acute.

Knowledge sharing, international cooperation and new technologies can provide new opportunities to reduce this disparity. Higher education has shown ample evidence of its viability over the centuries and of transforming itself and enabling societal change and progress.

Given the scope and pace of change, society is becoming increasingly knowledge-based, which is why higher education and research are now a fundamental part of the cultural, socioeconomic and ecologically sustainable development of individuals, communications and nations.

In view of these considerations, the analysis and anticipation of society's training needs must be strengthened in the world of work. In view of this point of view of a permanent source of training, improvement and recycling of professionals, higher education institutions should take into consideration the trends in the world of work and in the scientific, technological and economic sectors.

In order to meet the demands posed in the world of work, higher education systems and the world of work must jointly create and evaluate learning modalities, transmission programs, and assessment and prior recognition questions that integrate theory and on-the-job training.

Within the framework of their prospective role, educational institutions could contribute to fostering job creation, without this being the sole purpose. This initiative could facilitate the employability of graduates, who will increasingly be called upon to create jobs rather than merely seek them.

Higher education institutions should provide students with the possibility of fully developing their own abilities with a sense of social responsibility, educating them to participate actively in democratic society and to promote the changes that will bring about equality and justice (Aguirre, 1998).

Literature review

Technology is preliminarily considered as the incorporation of scientific knowledge into the productive field with the purpose of obtaining new inputs, new products, new devices, new procedures, new systems or substantially improving existing ones (Díaz, 2003).

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According to this definition, technology operates in the productive field and exerts some influence on production and productivity (Chávez, 2005). In order to face new training requirements and new challenges of technological competence in the workplace, many universities in Puerto Rico need to bring about transformations and carry out profound changes in terms of governance, organizational structure and forms of operation.

A key aspect of technological competencies is the ability to organize traditional disciplines differently, taking into account technological integration and new technologies. As well as transformations in industry operations that are rapidly impacting the labor market.

With the commercialization of teaching, teachers as a work force enter into a production process designed for the efficient production of merchandise and, therefore, will be subjected to all the types of pressure to which production workers have been subjected in the other sectors of industry, where hasty technological conversion is imposed from the top.

In that context, the teaching profession has rather more in common with the historical sufferings of many other skilled workers than it is willing to acknowledge. There are situations where activities restructured through technology, autonomy and independence for control over work, will be necessary to transfer knowledge.

Like industry, technology is being deployed by management, first and foremost, to discipline, disqualify and displace labor (Noble, 2000). Education, on the other hand, has a very important dual role. On the one hand, it has to strengthen the personnel in charge of technological integration. On the other hand, it has to influence the new jobs that are generated as a result of the country's development through programs to strengthen human capital formation.

These programs should have priority for higher education and for achieving competitiveness in technology. Thus, in order to relate education and technology with the objective of increasing employment in the coming years, it is necessary for the level of employment to grow in accordance with the technology adopted.

In order to find the counterpart on the education side, which consists of being able to estimate in a given period the number of people that need to be prepared and trained according to the different educational levels and thus satisfy the personnel requirements (Noble, 2000).

Methodology

What are the standards for empirical validation of the inferences of an instrument to measure technological competencies of management graduates?

This study aimed to develop and validate inferences about the validity and reliability of an instrument that measures technological competencies in managers. A content validity study was conducted using a total of 14 experts in the use of technology in organizations at the managerial level. Lawshe's (1975) content validity method was used.

This allowed the calculation of content validity ratios and the elimination of those competencies and sub-competencies that did not meet a minimum content ratio of .51 as established in Schipper's table (in Lawshe, 1975). The results of this analysis served as a preamble for the item analysis and the estimation of internal consistency reliability.

The ability of the competencies to discriminate between individuals who appear to possess greater technological proficiency and those who do not was evaluated. When the inventory was evaluated in its entirety. All items presented discrimination indexes equal to or greater than .30. Kline (2002) points out that the items that discriminate adequately must have indices equal to or greater than .30.

When evaluating the items by each of the sub-competencies, the same favorable results were obtained; the items obtained discrimination indexes equal to or greater than .30 in the instrument as a whole and also across all the sub-competencies. As a result of these results, it can be concluded that the instrument contains 59 items that discriminate adequately.

On the other hand, the internal consistency reliability of the instrument as a whole was evaluated. The Cronbach's alpha coefficient of internal consistency reliability for the instrument as a whole was .98.

This means that the instrument's competencies demonstrate acceptable levels of internal consistency reliability. Authors such as Anastasi and Urbina (1987) argue that an adequate internal consistency coefficient should be equal to or greater than 70.

A content analysis of the competencies was done and it was found that they could be hypothesized to measure a management software applications competency. The competencies were taken and analyzed using the factor analysis technique.

The results indicate that all competencies can be sub-competencies of management software applications. The eigenvalue (6.63) was able to explain 55% of the variance reflecting adequate evidence of construct validity of what constituted competency number 10.

One of the indicators that allows a favorable evaluation of the inferences about the construct validity of both the total score and the competencies was the eigenvalue, which exceeded the minimum criterion of 1.00. Kline (1988) suggests that eigenvalues that are less than 1.00 face difficulties in measuring the inferences of a construct.

Another of the indicators that was used to monitor the logical construct validity were the initial loading factors. Authors such as Kline (2002) establish that for an item to correlate adequately with a factor, it has to be of .30 or higher.

All competencies met the estimates recommended by authors such as Reise, Waller and Colley (2000), Fabrigar, Wegener, MacCallum and Strahan (1999) and Kline (2002). The initial loading factors were kept at the recommended minimum of .30. Both the eigenvalue and initial loading factors provide substantive evidence.

Second study question

What is the proposed model of technological competencies that responds to the needs of the labor market for management graduates?

As explained, the proposed model makes it possible to identify and relate the set of variables involved in the specification and evaluation of competencies for business administration professionals in management.

This developed model comes from reliable sources and data so that the competencies are considered relevant, it also specifies their scope, allows the construction of evaluation instruments and the study of the meaning of the evaluation results. The model specifies the most relevant variables as well as their relationships and the stages of the assessment process.

For the definition of the competencies, the context of the productive business sector that affect professional performance and the characteristics of the educational institutions that train professionals have been considered. Likewise, it has been considered that the competencies are conditioned by the field or area of discipline in which the graduate works. Once the desired competencies have been defined and technically validated, the conditions and aspects of how their achievement will be evaluated are established.

Once the formal processes have been established, we proceed with the evaluation applied to the instruments under the conditions previously specified. This sequence of a process is not a linear one since there is interaction between different actors and elements involved. On the one hand, there are the institutions of higher education in the educational context and the companies in the context of the productive sector in the labor market.

Moreover, this model allows the results of the evaluation of technological competencies to feed back into the system, influencing the educational system and, more significantly, generating curricular changes.

Discussion, implications and contributions

The productive business context. The productive context of the labor market considers the need to review the competencies that have been declared in different areas of the labor sector and prestigious institutions.

These competencies are relevant for the development of a country, leading to the recognition of the desirable characteristics of professionals. In this context, competencies assume special forms that must be specified and in turn validated according to the research study that gave rise to this thesis.

In the area of academic discipline, in order to carry out the occupational analysis, it is necessary to determine the characteristics of each field of professional performance, particularly in the area of competencies and their scope. For example, the application of knowledge in project management serves several purposes in the management area, as well as the knowledge of the specialty in the training of teachers of various disciplines.

In the context of the discipline, it includes the analysis of the state of the art of the sciences associated with the profession and a prospective occupational analysis to establish the occupational demand at the time of graduation.

Considering this, the graduate could not only adapt to the demands of the productive sector but will be able to make a better contribution to improve production. For this, it became indispensable to consider the participation of employers and the use of conventional methods to identify technological competencies following occupational analysis.

This process is the formal recognition of the competence demonstrated by the graduate, which are defined in areas of content and execution. These describe the competencies that the student has to develop. It also describes those technological competencies that the student is able to do to show mastery of the content.

The assessment of competencies definitely does not come from formal curricular approval that are awarded through diplomas as the only standard to show competitiveness in the labor market.

This should also be an exercise of knowledge application in critical circumstances having as characteristics that these competencies have a degree of being measurable and evaluable. Once the analysis of the results of those competency standards that have been measurable and attainable has been established, decisions are then made.

This analysis that I present does not intend to establish specific recommendations about some matrices to evaluate competencies. However, the competencies determined should serve as a guide to establish those competency standards necessary for the graduate and to make decisions for the articulation between the productive sector and professional training.

Decision-making is based on the curricular design or its revision based on competencies. This will respond on the one hand to the current scenario in which a worker must have the ability to foresee or solve the problems that arise, propose improvements to solve them, make decisions and be involved to a greater or lesser degree in the planning and control of their activities.

On the other hand, it responds to research on learning, as it proposes an organization that favors meaningful and lasting learning. Competency-based curriculum design can be the starting point for the elaboration, identification and description of the competency elements of a professional role or profile.

It aims to promote the highest possible degree of articulation between the demands of the productive world and the professional training to be developed. The model is considered non-linear and seeks that both components: educational institutions and the productive labor sector continuously feed back to contribute to the training of professionals with the competencies and standards required by the labor sector.

This process should flow in such a way as to reduce the aforementioned disconnection between the needs of the productive sector and higher education related to the professional training of graduates.

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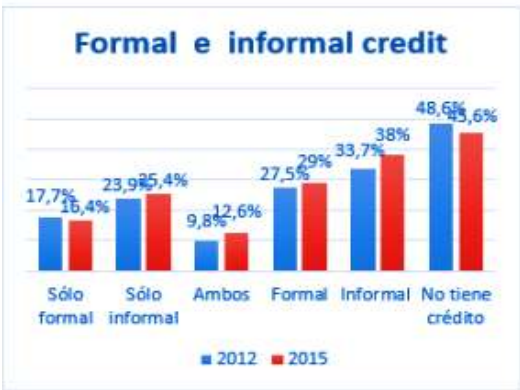
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