

The impact of human resources in Guanajuato's industrial MSMEs**El impacto de los recursos humanos en las MIPYMES industriales de Guanajuato**

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Abstract

Nowadays, companies face a different way of doing business, since globalization has made markets more competitive and changing, taking them to rethink their strategies. In this sense, human resource management has become a strategy that allows firms to achieve business success, for that reason, this empirical study aimed to analyze the impact of the human resources in the industrial Micro, Small and Medium-size Enterprises (MSMEs) of Guanajuato. A personalized survey was administered to 288 managers of these businesses, and the results obtained through the statistical technique of analysis of variance (ANOVA) of one factor, allow us to infer that there is empirical evidence that the firm's size and the level of education of their managers influence the way in which human resources are managed, allowing these businesses to keep their employees satisfied and face minor problems of staff turnover and lower rates of absenteeism, which has been reflected in the business success of these kind of businesses.

Human resources, Business success, Industrial MSMEs, ANOVA, Company size

Resumen

Hoy día las empresas enfrentan una manera distinta de hacer negocios, toda vez que la globalización ha hecho que los mercados se vuelvan más competitivos y cambiantes, llevándolas a replantear sus estrategias. En este sentido, la gestión de recursos humanos se ha convertido en una estrategia que permite a las empresas alcanzar el éxito empresarial, por tal razón, el presente estudio empírico tuvo como objetivo el analizar el impacto de los recursos humanos en las Micro, Pequeñas y Medianas Empresas (MiPymes) industriales de Guanajuato. Se aplicó una encuesta personalizada a los gerentes de 288 empresas industriales y los resultados obtenidos a través de la técnica estadística de Análisis de la Varianza (ANOVA) de un factor, nos permiten inferir que existe evidencia empírica de que el tamaño y el nivel de formación del gerente influyen en la manera en que se gestionan los recursos humanos, lo que ha permitido a este tipo de empresas mantener a sus trabajadores satisfechos, así como enfrentar menores problemas de rotación de personal y menores índices de ausentismo, lo que se ha visto reflejado en el éxito empresarial de este tipo de organizaciones.

Recursos humanos, Éxito empresarial, MiPymes industriales, ANOVA, Tamaño de la empresa

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Introduction

Currently, the highly competitive and dynamic global environment faced by companies, mainly smaller ones, has led them to rethink their strategies in order to face these challenges that put their permanence in the market at risk and with This meets the expectations and requirements of customers. For this, the human resources strategy is essential for the success of companies, since human capital is considered one of the most valuable critical factors in the organization (Habbershon, Williams & MacMillan, 2003). For this reason, according to Gómez-Mejía, Balkin & Cardy (2001), dedicating time and resources to acquire, maintain and develop the skills of human resources in any organization becomes a fundamental strategic objective.

That is why, according to Rubio & Aragón (2006), companies must establish the necessary mechanisms that allow them to attract qualified candidates, as well as retain and motivate current employees, so that in this way they can establish ways that help them. to grow and develop within the company, which will enable them to achieve competitive success.

Likewise, organizations must pay special attention to those practices that favor the development of human capital and in this way manage organizational knowledge correctly, since according to McEvoy (1984) the main cause of failure of SMEs lies in the mismanagement of human resources, by not recognizing the value required for the management of this invaluable resource, results that coincide with those obtained by Rubio & Aragón (2008) and Hornsby & Kuratko (2003).

One of the consequences of poor human resource management is reflected in the staff turnover problems that companies face. In this sense, staff turnover and loss of productivity have made companies increasingly concerned about the value of their human assets (Colom, Sarramopa & Vázquez, 1994).

For his part, Wilkinson (1999) points out that despite the importance of human resources and their management for the competitive success of SMEs, there is little research that focuses on their analysis.

In addition, as Rubio & Aragón (2006) point out, they show that these investigations present two antagonistic orientations. The first, in which are found those who affirm that small size is considered a competitive advantage, thanks to the good work environment that exists between them, the excellent communication channels, the higher levels of flexibility, the high motivation labor, to the offer of varied jobs, and to the greater proximity of the manager with the jobs. The second orientation

Thus, as Guerrero & Sire (2001) maintain, planning investment in human talent training has become one of the main concerns of human resource managers in recent years.

Since the training of workers has come to be seen as a fundamental tool when dealing with approaches focused on quality and flexibility, as well as for coping with increasingly frequent situations of technological and organizational change.

That is why the importance of this research in order to have empirical evidence of the impact of human resource management in industrial MSMEs in Guanajuato.

Therefore, an additional contribution of this study, in addition to its application in MSMEs in a developing country, such as Mexico, is the application of the one-factor Analysis of Variance (ANOVA) statistical technique and the correlation Pearson's bivariate.

Due to the above, the present study has set itself the objective of analyzing the impact of human resource management on industrial MSMEs in Guanajuato, Mexico, through significant differences according to the size, age of the company and level of training. of the manager of this type of company.

In this sense, the research work was carried out in the state of Guanajuato with a sample of 288 MiPymes, during the months of October to December 2014. Likewise, this research is divided into five parts: the first part is made up of the introduction; the second covers the review of the literature; the third part comprises the methodology; in the fourth part are the analysis and results of the investigation; in the fifth part are the conclusions, limitations of the study and future lines of research.

Literature review

The concept of human resources has been evolving through time, since the beginning of classical industrialization (1900-1950) when people were considered factors of production, that is, inherent and static resources, where their emotions and feelings passed unnoticed by managers or entrepreneurs who had all the authority and power for decision-making centered on themselves. The concept continued to evolve until people were already treated as organizational resources that had to be managed (Chiavenato, 2007).

It has been found in the literature that for companies to develop new products and improve their management processes, they require the motivation and ability of human capital to produce creative ideas and develop innovative approaches (Scarborough, 2003). That is why the human resource management function can influence and modify the attitudes, skills and behaviors of employees to achieve organizational goals (Collins & Clark, 2003; Martinsons, 1995), since it plays a crucial role in the consolidation of the necessary conditions to catalyze and channel individuals towards the development of innovation activities for the company (Scarborough, 2003).

In this sense, companies can use some strategic human resources practices, such as staffing, training, participation, performance evaluation and compensation as means to motivate the commitment of workers and thereby make them engage in creative thinking and innovation (Damanpour, 1991; Laursen & Foss, 2003).

According to Peña (1993), the job analysis provides the description of the tasks, the human specifications and the performance levels required by each job; short- and long-term human resource plans make it possible to know future vacancies with some precision and conduct the selection process in a logical and orderly manner; and candidates who are essential to having a pool of people to choose from.

For this reason, before deciding to hire staff, it is important that companies carry out a careful analysis: identify if the function is needed on a continuous basis, if it is directly related to the well-being of the business, what experience do I need from a professional and what skills should to have this person.

Employee education and training

Regarding the education and training of personnel, it is essential that companies invest in these items, which will be reflected in the performance and satisfaction of their employees.

Batanás (1996) establishes that training should aim to provide qualification levels in line with the real needs of the company, if it is to be an effective instrument in improving its competitiveness. It is precisely this relationship with strategy that makes training a strategic variable and an element of competitiveness.

According to Siliceo (1997), the human factor is the foundation and engine of any company and its influence is decisive in its development, evolution and future, which is why management science has been giving greater emphasis to the Staff training.

From inside the companies, which has given rise to special provisions in the current labor legislation, so that any effort in terms of training is carried out to facilitate the integration and rapport of the personnel with their own functions and with the objectives of the company, will contribute to consolidate a better climate not only for human relations but also for productivity.

For its part, Koontz & Weihrich (2001), argues that companies in Mexico must seek and implement mechanisms that guarantee successful results in organizations, and promoting knowledge, through training, is undoubtedly one of the most effective means. to transform, update and make the culture of work and productivity last, in any organization, becoming at the same time one of the essential responsibilities of any company.

Employee satisfaction in SMEs

Talking about job satisfaction is a very broad topic, since several factors intervene, however, it can be affirmed that the general satisfaction of an employee with his job is the result of a combination of these factors and monetary compensation is only one of them. In this sense, the role of management in improving employee satisfaction at work is to ensure that the work environment is positive, that morale is high, and that employees have the necessary resources to carry out the tasks they require. have been assigned to them.

The relationship between job satisfaction and productivity is a widely studied topic (Hellriegel, Slocum & Wodman, 1999) precisely because of its importance for organizations.

However, as can be seen in the literature, there are still doubts about the determining factors in this relationship, as well as the assertion that many companies under rather autocratic and strongly managerial organizational schemes achieve productivity.

The subject has continued to be studied, as mentioned by more recent works (Appelbaum et al., 2005; Koh & Boo, 2004; Savery & Luks, 2001), which clearly confirm a close relationship between these factors and productivity. Studies often indicate that when people feel comfortable and satisfied with their work, productivity tends to improve, bringing the much-desired economic benefits.

Staff turn over

It is extremely important for SMEs to recognize the factors that influence their staff, so that they make the decision to leave the company, as this increases their costs and decreases the profitability of companies, as mentioned by Taylor (1999) labor ruptures Unavoidable voluntary decisions are due to vital decisions of the employee that are beyond the control of the employer. However, recent studies show that approximately 80 percent of voluntary job terminations are preventable, and many are due to hiring errors or a poor fit between the employee and the job. The association between training in the company and job rotation constitutes an aspect in which there is a great theoretical coincidence.

Both the perspective of human capital, as well as the theories of segmentation or the theoretical current of internal labor markets and ñalan chow the brokenacion randIt is important when there are training costs that workers or companies have to bear. If a company pays for the training of a worker and the worker leaves, the investment made by the company is lost. If, on the other hand, a worker is made redundant after having invested in training, he will suffer a capital loss. That is why companies will try to avoid job rotation through various mechanisms (García Espejo, 1999). One of the procedures to avoid labor rotation is the establishment of internal labor markets. In this regard, specific training has been considered a Factory and latet with the generation of domestic markets (Knoke & Kalleberg, 1994).

Absenteeism

Absenteeism from work is considered a factor that seriously reduces productivity. To reduce it, companies have resorted to various types of sanctions, to encourage workers who regularly meet their obligations or to make schedules more flexible, thus reducing the reasons employees have for absenteeism (Reyes, 2000).

Keith (2007) mentions that the phenomenon of absenteeism represents a problem not only for the worker but for the company, the first, which is affected by their salary, job security, poor performance, the quality of their workforce, reincorporation to work, the supporting documents to be absent and deficiencies in the services that impede the proper development and achievement of objectives, on the other hand the company that suffers from the consequences and is economically affected, in its presentation of goods and services and in the market among others.

According to Robins (2005), many of the companies have tried to reduce the absenteeism of their workers by trying to satisfy certain types of needs that, in their own opinion, they have considered as the most satisfactory so that the worker is happy and consequently can see with I like the work, although the organization stops by the effort of the individual through monetary compensation, the problem is not so simple, then the man-work relationship arises, the man-organization relationship with all its consequences.

B. Ohlander (2001) mentions that the origin of unjustified physical absenteeism is located in the lack of well-being that exists in modern work systems, by separating too much the work carried out from the results that are achieved through them; because work, being separated from the social door it occupied, ceases to be an integral part of the worker's life, losing all meaning, to the point of becoming a tedious thing, which tends to be avoided whenever possible, not only for be a cause of dissatisfaction, but also because it is considered a supposed threat to health.

Methodology

An empirical investigation was carried out with a descriptive, correlational and cross-sectional quantitative approach, through the one-factor Analysis of Variance (ANOVA) statistical technique, in order to find out if there are statistically significant differences between the groups, taking as reference for these groups the factors size and age of the companies, as well as the level of training of the managers of this type of company; and through the Pearson Correlation to identify the degree of correlation that exists between the variables.

Sample design and data collection

In said study, the impact of human resources on industrial MSMEs in Guanajuato was analyzed. For the development of this research work, the database offered by the Mexican Business Information System (2015) was taken as a reference, in which they appear registered in the state of Guanajuato until March 8, 2015, a total of 3,056 industrial companies, from 1 to 250 workers.

In this sense, the survey was designed from the human resources aspects block, adapted from Quick View 3.0 Manufacturing Assessment Questionnaire (2001) measured with a ten-item scale, which includes the variables hiring, training, evaluation, incentives, recognition, job satisfaction, absenteeism and staff turnover, which were measured with a Likert-type scale of 1 to 5 points, where they refer from total disagreement to total agreement, and which has a reliability of 0.845 according to Cronbach's Alpha Coefficient, so it can be interpreted that there is consistency between the variables (Nunnally & Bernstein, 1994).

In the same way, general information about the company was requested, such as number of workers, seniority, type of organization and level of training of the manager.

The survey was applied randomly to managers or owners of MSMEs in the industrial sector of Guanajuato, with a confidence level of 95% and a margin of error of 5%, for which a total of 342 surveys were sent. however, only a response rate of 84.21% was obtained, with a total of 288 valid surveys at the end.

Results

First, Table 1 shows the distributions of the sample by size, which was categorized according to the number of employees, where it can be seen that the sample has a predominant bias towards the microbusiness sector given the insufficient knowledge that is has of this segment since it is the most predominant in the economy.

Tamaño	Frecuencia	Porcentaje
Micro (De 1 a 10 trabajadores)	211	73.30%
Pequeña (De 11 a 50 trabajadores)	63	21.90%
Mediana (De 51 a 250 trabajadores)	14	4.90%
Total	288	100%

Table 1 Distribution of the sample by size

Likewise, Table 2 presents the classification of companies by economic sector. As can be seen, the best represented sector is food, which reaches almost 50% of the sample. It should be noted that companies from the agribusiness sector were included given the level of integration shown by agribusiness in the State of Guanajuato, in addition to including some companies from the commercial and construction sectors as industrial, since the former are dedicated to industrial inputs and the latter to the provision of structures and industrial maintenance.

Sector	Número de empresas	Porcentaje
Agroindustrial	26	9%
Alimentos	142	49%
Textil	19	7%
Plásticos	20	7%
Química	16	6%
Metal-mecánica	13	5%
Electrónica	5	2%
Muebles	13	5%
Construcción	9	3%
Comercial	25	9%
Total	288	100%

Table 2 Distribution of the sample by sector

Next, in Table 3 it can be seen that 59% of the MSMEs under study have been in operation for more than 10 years, which have been called mature companies, 20.1% have been in operation for 6 to 10 years, which have been called young companies, and 20.8% of the companies have less than 5 years of operation, and these have been called incipient companies.

Años funcionando la empresa	Frecuencia	Porcentaje
De 1 a 5 años (Incipientes)	60	20.8%
De 6 a 10 años (Consolidadas)	58	20.1%
Más de 10 años (Maduras)	170	59%
Total	288	100%

Table 3 Age of the companies

Once the companies that treated us were characterized, the relevance index of the variables that most impact the human resources management of the industrial MSMEs of Guanajuato was applied. Table 4 shows that the three main variables of human resource management according to the interpretation of the managers of this type of company are the variable there is evidence that their employees, as a whole, take pride in their work with a mean of 3.08, followed by the variable when employees do their job exceptionally well, they receive recognition with a mean of 2.98; and the variable that they give less importance to is that relative to there are current incentive programs that promote training, with a mean of 2.58 according to the relevance index of the variables that most influence the level of innovation of this type of company. Likewise, it is noteworthy that there are greater problems of staff turnover (2.31) than absenteeism (2.25).

ID	Variable	Medias	Desviación Típica
SELEC	Selección del personal	2.88	1.336
CAPAC	Capacitación al personal	2.96	1.286
INCEN	Programas de incentivos	2.58	1.32
SATIS	Satisfacción laboral	3.08	1.301
EVALU	Evaluación del desempeño	2.72	1.335
REVIS	Revisores capacitados	2.70	1.331
RECON	Reconocimiento al desempeño	2.98	1.354
RAC	Rotación para aprendizaje cruzado	2.77	1.352
AUSEN	Problema de ausentismo	2.25	1.209
ROTA	Problema de rotación de personal	2.31	1.268

Table 4 Average situation of the company with respect to human resources

Subsequently, the statistical technique of the Analysis of Variance (ANOVA) was applied, in order to determine if there are significant differences between the groups that are compared, first using the size of the company as a factor, where it was classified as companies according to the number of workers, and that having applied this statistical technique with a confidence level of 95%, it was found that the most important variable for managers or owners of MSMEs is their company offers training to workers in all levels of the organization, and as the size of the companies increases, so does the importance of this variable, since this variable is more important for medium-sized companies than for smaller companies. The second variable in order of importance is related to hiring, formal methods are used to guide the selection process, this variable being more important for larger companies and less important for micro-enterprises.

The third variable in order of importance refers to the fact that there is a periodic and formal performance evaluation that is given to all employees, being more important for larger companies than for smaller ones, as shown in Table 5.

Variable	Micro	Pequeña	Mediana	Sig
Selección del personal	2.70	3.25	4.00	***
Capacitación al personal	2.77	3.38	4.00	***
Programas de incentivos	2.50	2.68	3.29	*
Satisfacción laboral	3.02	3.17	3.64	NS
Evaluación del desempeño	2.58	2.92	4.00	***
Revisores capacitados	2.59	2.95	3.21	*
Reconocimiento al desempeño	2.85	3.24	3.79	***
Rotación para aprendizaje cruzado	2.69	2.94	3.36	NS
Problema de ausentismo	2.19	2.35	2.57	NS
Problema de rotación de personal	2.26	2.37	2.79	NS

Table 5 Average situation of the company with respect to human resources according to size

Regarding the age of the industrial Mipymes of Guanajuato, it was first necessary to create the age factor, in which the companies were classified according to the years they had been operating in three groups, these being the group of incipient companies with a seniority from 1 to 5 years; the group of young companies that includes companies from 6 to 10 years old, and the group of mature companies that includes companies with an age of more than 10 years, and that when applying the ANOVA of one factor.

The results obtained are presented in Table 6, which shows that since the differences between the three groups are not significant, this indicates that all of them are equally important between the three different types of companies regardless of the time they have been working running.

Variable	Incip.	Jov.	Madu.	Sig
Selección del personal	2.82	2.98	2.87	NS
Capacitación al personal	2.97	3.00	2.95	NS
Programas de incentivos	2.45	2.69	2.58	NS
Satisfacción laboral	2.92	3.22	3.09	NS
Evaluación del desempeño	2.67	2.72	2.74	NS
Revisores capacitados	2.78	2.71	2.67	NS
Reconocimiento al desempeño	2.88	3.10	2.97	NS
Rotación para aprendizaje cruzado	2.73	2.95	2.73	NS
Problema de ausentismo	2.27	2.10	2.29	NS
Problema de rotación de personal	2.27	2.19	2.36	NS

Table 6 Average situation of the company with respect to human resources according to seniority in terms of hiring, methods

Finally, regarding the level of training of the managers of the industrial MSMEs of Guanajuato, the results obtained are presented in Table 7, which shows that the variable to which this type of company gives the greatest importance is the variable its company offers training to workers at all levels of the organization, finding that the higher the level of training of the manager, the greater the importance given to this variable. The second most important variable is that referring to hiring, formal methods are used to guide the selection process, this variable being more important for managers with a higher level of training than for managers who do not have a level of training. bachelor's degree or engineering.

Variable	Sin Lic.	Con Lic.	Con Pos.	Sig
Selección del personal	2.71	3.23	3.32	***
Capacitación al personal	2.73	3.37	3.74	***
Programas de incentivos	2.43	2.86	2.95	*
Satisfacción laboral	2.94	3.36	3.47	NS
Evaluación del desempeño	2.46	3.29	3.21	***
Revisores capacitados	2.52	3.11	2.95	*
Reconocimiento al desempeño	2.80	3.40	3.21	***
Rotación para aprendizaje cruzado	2.65	2.96	3.37	NS
Problema de ausentismo	2.21	2.36	2.21	NS
Problema de rotación de personal	2.32	2.32	2.16	NS

Table 7 Average situation of the company with respect to human resources according to the level of training of the manager

In the same way, a bivariate Pearson correlation was applied, finding that of a total of 45 correlations between the variables, 35 correlations were positive and significant (p < 0.001), between the variables under study, as presented in Table 8.

Variable	SEL	CAP	INC	AUS	ROT	SAT	EVAL	REV	REC	RAC
SELECC	1									
CAPAC	.48***	1								
INCENT	.44***	.54***	1							
AUSEN	.022 NS	.013 NS	.039 NS	1						
ROTA	.011 NS	.020 NS	.004 NS	.673***	1					
SATIS	.346***	.533***	.433***	.029 NS	.503 NS	1				
EVALU	.370***	.584***	.568***	.264***	.139***	.611***	1			
REVIS	.364***	.582***	.508***	.139***	.166***	.483***	.712***	1		
RECON	.401***	.430***	.562***	.280 NS	.014 NS	.582***	.618***	.513***	1	
RAC	.268***	.484***	.268***	.138***	.234***	.388***	.372***	.508***	.481***	1

Table 8 Pearson's bivariate relationships

From the bivariate Pearson correlations shown in Table 8, it can be concluded that:

1. The selection process when hiring is related to training in 48.6%, with incentives in 44%, with satisfaction in 34.6%, with performance evaluation in 37%, with the fact that there are trained reviewers in 36.4%, with the recognition that is made to employees in 40.1%, with job rotation for cross-training reasons in 26.9%; and no significant correlation was found for this variable with absenteeism or staff turnover problems.
2. Staff training is correlated with incentives at 54.9%, with staff satisfaction at 53.3%, with performance evaluation at 58.4%, with the fact that there are trained reviewers at 58.2%, with recognition that it is done to employees in 62%, with job rotation for cross-training reasons in 49.4%; and no significant correlation was found for this variable with absenteeism or staff turnover problems.
3. Incentive programs are correlated with staff satisfaction at 45.5%, with performance evaluation at 56.9%, with the fact that there are trained reviewers at 50.9%, with the recognition given to employees at a 56.2%, with job rotation for cross-training reasons at 26.8%; and no significant correlation was found for this variable with absenteeism or staff turnover problems.

4. The absenteeism problem is correlated with the staff turnover problem in 67.5%, with performance evaluation in 20.4%, with the fact that there are trained reviewers in 15.9%, with job rotation for training reasons crossed in 15.8%; and no significant correlation was found for this variable with staff satisfaction or with the recognition given to workers by the company.
5. The staff turnover problem is correlated with performance evaluation in 13.9%, with the fact that there are trained reviewers who evaluate performance in 16.6%, with job rotation for cross-training reasons in 23.4%; and no significant correlation was found for this variable with staff satisfaction or with the recognition given to workers by the company.
6. Staff satisfaction is correlated with performance evaluation in 61.1%, with the fact that there are trained reviewers who evaluate performance in 46.3%, with the recognition given to workers for their performance in 59.2%, with job rotation for cross-training reasons at 36.9%.
7. Performance evaluation is related to the fact that there are trained reviewers who evaluate performance in 71.2%, with the recognition given to workers for their performance in 61.9%, and with job rotation for training reasons. crossed in 37.2%.
8. Having trained reviewers who evaluate performance is correlated with recognition of workers for their performance at 51.3%, and with job rotation due to cross-training at 50.9%.
9. The recognition given to workers for their performance is correlated with job rotation due to cross-training reasons by 48.1%.

Conclusions

Regarding the objective of the present investigation, it can be concluded that the aspects that most impact human resource management in industrial MSMEs in Guanajuato are the satisfaction of the workers, the recognition that is made to them for their good performance, and for Of course, incentive programs that encourage staff training, confirming what was established by Appelbaum et al. (2005), Koh & Boo (2004) and Savery & Luks (2001), however, it was also found that not all companies are giving due attention and importance to these variables, which has been reflected in the problems that some companies have of staff turnover (Taylor, 1999) and absenteeism (Bohlander, 2001), which has prevented them from achieving competitive success.

Based on the results obtained from the analysis of variance, it is concluded that Mipymes are giving greater importance to training workers at all hierarchical levels and to the formal hiring methods they use when selecting their personnel, which is has been reflected in the level of satisfaction of its workers.

However, smaller companies with managers who do not have a degree are the ones that give less importance to these two fundamental aspects of human resource management, and this has been reflected in the level of turnover of their staff and in the the absenteeism problem they face. Therefore, managers must pay special attention to the personnel selection process they carry out at the time of hiring and once they are in the company, they must be trained to carry out their activities in a more efficient manner.

Similarly, it was found that the recognition of the good performance of the workers has been another core aspect to which the MSMEs that have managers with a higher level of academic training have given importance, which has been reflected in the satisfaction of the workers. and in the lower level of absenteeism and staff turnover. On the other hand, the results allow us to infer that larger companies give greater importance to the periodic evaluation of the workers' performance, an aspect that has been beneficial in human resource management.

In this same sense, it has been found that the absenteeism problems of workers faced by companies are highly correlated with the turnover problem faced by industrial MSMEs in Guanajuato, in the same way it has been found that absenteeism may be due to Perhaps some workers are resistant to performance evaluation or to being evaluated by trained people, or to the fact that they can be rotated from their job for ergonomic reasons or cross-learning due to the roots they have in the functions they are carrying out on a daily basis.

Also emphasizing that according to the empirical evidence provided in this study, one way to reduce absenteeism is to keep workers satisfied with their work and continue to recognize their performance, either publicly or by congratulating them in a private way or by giving them something. Monetary award for outstanding job performance.

Finally, regarding the problem of personnel turnover, it has been found that it has a close relationship with the rotation of personnel that is done for cross-training purposes, for this reason, companies must be especially careful when applying this learning strategy. with their workers, since according to the results of the correlation it can be inferred that the rotation problems are related to the rotation of functions for cross-training purposes, or because the results of their performance do not allow the objectives of the company. And the way you can reduce the problem of employee turnover is by keeping employees satisfied with their work and recognizing their performance when it is outstanding.

Within the limitations, it can be highlighted that the surveys were answered from the point of view of the managers of the Mipymes, which can lend itself to subjectivities. In addition, it is recommended to analyze the relationship of the variables studied through some other statistical technique that allows testing scientific hypotheses, since it is essential to identify how they impact the turnover problem faced by MSMEs. Finally, it is suggested to establish new constructs with the variables used to expand the results and compare them with the conclusions stated in this article.

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