

Diagnosis of training needs in micro and small enterprises in the municipality of Maxcanú, Yucatán, Mexico

Diagnóstico de necesidades de capacitación en las micro y pequeñas empresas en el municipio de Maxcanú, Yucatán, México

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Abstract

One of the key elements for the competitiveness of MYPES in our country is the performance of its human capital. There are many references around the problems that arise in family businesses arising from the lack of knowledge, skills and attitudes in their members. This study aims to determine which Training Needs and Assessment has the micro and small tourism businesses in the municipality of Maxcanú Yucatán, in the framework of the institutional programs of Technology Transfer and Continuing Education, of the Universidad Tecnológica del Poniente. In this sense, from the results, must be designed a training plan that be effective to satisfy the individual needs of employees and which in turn be important for the business strengthening in order to raising the level of competitiveness that allows social development the western part of the state.

Micro and small enterprises, Training needs, Competitiveness

Resumen

Uno de los elementos principales para lograr la competitividad de las MIPYMES en nuestro país es el desempeño de su capital humano. Son numerosas las referencias sobre los problemas que se presentan en las empresas familiares derivados de la carencia de conocimientos, habilidades y actitudes en sus integrantes. El presente tiene como objetivo determinar cuales son las necesidades de capacitación de las micro y pequeñas empresas turísticas del municipio de Maxcanú Yucatán, en el marco de los programas institucionales de Transferencia de Tecnología y Educación Continua, de la Universidad Tecnológica del Poniente. En este sentido, a partir de los resultados, se propondrá un plan de capacitación que sea efectivo para poder satisfacer las necesidades individuales de los colaboradores y que a su vez sea trascendente para el fortalecimiento empresarial, elevando el nivel de competitividad que permita el desarrollo social de la zona poniente del estado.

Micro y pequeñas empresas, Capacitación, Competitividad

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Introduction

The role played by companies in the market is of great importance for a correct and efficient functioning in the economy of countries, Mexico is no exception, in our country Micro and Small enterprises represent 99% of businesses, which generate more than 70% of the formal workforce and contribute 52% to the gross domestic product, far exceeding the large companies in the country, this according to data from the Ministry of Economy (2014).

The INEGI economic census (2012) indicates that the majority segment of MYPES is made up of family businesses, in this business segment, management is carried out empirically in most cases and these commonly have serious problems of lack of training of the human capital that make them up, which is the cause of difficulties in their creation, growth and development.

Today's markets demand competitive business levels. Porter (2000) points out that "the competitiveness of a country is determined by the productivity with which it uses its human, economic and natural resources. Therefore, a competitive company can be considered to be one that is able to offer products and services that are valued by its customers, through the efficient use of its resources.

Although the global scenario represents challenges for MSEs, it also brings great opportunities for growth, which will only be taken advantage of by those companies that take on the task of strengthening their structure.

"The development of policies to support Small and Medium Enterprises is an essential part of any country's long-term strategy for poverty reduction and economic development" World Bank, (2009). According to Galán and Vecino, (1997) state that:

The competitiveness of the company is determined by three types of factors: those related to the country where the company is located, those derived from the sector to which it belongs, the sector effect or industry effect, and those originating in the company itself.

Micro and small business environment

In Mexico there are several ways of classifying micro, small and medium-sized enterprises. The official classification of the Ministry of Economy (SE) was published in the Official Gazette of the Federation on 30 June 2009.

Clasificación de las Empresas en México				
Tamaño	Sector	Rango de número de trabajadores	Rango de monto de ventas anuales (mdp)	Tope máximo combinado*
Micro	Todas	Hasta 10	Hasta \$4	4.6
Pequeña	Comercio	Desde 11 hasta 30	Desde \$4.01 hasta \$100	93
	Industria y Servicios	Desde 11 hasta 50	Desde \$4.01 hasta \$100	95
Mediana	Comercio	Desde 31 hasta 100	Desde \$100.01 hasta \$250	235
	Servicios	Desde 51 hasta 100		
	Industria	Desde 51 hasta 250	Desde \$100.01 hasta \$250	250

Table 1 Classification of companies in Mexico

According to data from the Centro de Desarrollo de la Competitividad Empresarial (2015) in Mexico, 75% of the country's MSMEs fail and have to close their businesses only two years after starting their activities.

In the state of Yucatán, these economic units employ more than 537,000 people, according to data on the behaviour of economic activity in the state. SEFOE (2015) and are the entities that generate the highest income in this federal entity, as well as in its municipalities.

The trade and services sector is the largest contributor to the state's gross domestic product, and is considered of vital importance for regional development. According to the II Population and Housing Count, in Yucatan there is a total of 2 325 inhabited localities, of which 95.8% have less than 2,500 inhabitants and are considered by INEGI (2012) as rural localities; in these, 17.0% of the population of the entity resides.

It is clear then, the beneficial impact of MYPES as detonators of social development both for the economic spillover they generate and for being the livelihood of many families who invest their own resources in them, creating sources of employment in their community, hence the importance of strengthening micro-enterprises.

The aim of this research is to design a programme that will allow the MSMEs in this rural community to have the necessary tools to achieve outstanding levels of competitiveness that will result in raising the standard of living of the inhabitants of the western part of the state. "At present, numerous advances have been made in terms of rural business training, based on the particular conditions of this environment and including the interests of different actors" Guajardo et al. (2004); Ostertag (2007).

Based on the above approach, the following research question arises:

What are the types of training required by tourism MSEs in the municipality of Maxcanú to achieve a higher competitive level?

With regard to this, the general research objective is to detect the main training needs for tourism MSMEs in the municipality of Maxcanú, Yucatán; in order to achieve this, the following specific objectives are set out below:

1. To determine by means of administrative documentary revision the degree of formality of the position.
2. To characterise the opinion of the entrepreneurs on the expected performance of their human capital.
3. To determine the gaps between the expected and actual performance of workers in MSEs through the diagnosis and analysis of training needs.
4. To select the topics for the design of training programmes to be offered to tourism MSEs in the municipality of Maxcanú Yucatán within the framework of the university's institutional programmes for continuous training and technology transfer.

Literature review

This section describes concepts related to the detection of training needs in MSMEs recognising that training represents an opportunity to achieve business competitiveness, in this regard Beer (2015) comments:

Staff development is one of the key methods available to firms to obtain the talent pool they need in order to remain competitive in the future. It is a type of investment that is directly related to a company's ability to be flexible and adapt to changes in its environment.

As Marroquin (2001) points out, "training is the set of systematised processes through which the aim is to modify the knowledge, skills and attitudes of individuals, so that they are better prepared to solve problems related to their occupation".

Importance of training

Lattman et al. (1992) and Martin (2001) indicate that the purpose of all training is to train an individual to be able to perform a given task or job properly, to promote the employee's advancement and to eliminate existing deficiencies. It also recognises the importance of training for the strengthening of enterprises as long as these needs are addressed within their own social context. Business training adapted to rural conditions and focused on strategic planning can bring important economic and social benefits, contribute to adapting to changing competitive environments and to greater participation in the local or national market" Durstewitz & Escobar 2006; Suárez-Zurita (2009).

To achieve a correct development of staff in the work area it is necessary to provide them with good training to improve their skills, Rodriguez (2006) mentions that:

"Staff training should be planned to cover the shortcomings and deficiencies that people present in relation to the objectives of the organisation to which they belong".

In this way, the same author mentions the following advantages for the organisation:

- Increased employee productivity.
- Reduction in costs, due to savings in learning time.
- Reduction of accidents at work.
- Lower absenteeism.
- Increased customer satisfaction.

The training plan must be integrated into the organisation's strategic plan. The aim is to turn it into a strategic factor that allows the company's competitive advantages to be boosted.

On the other hand, López (2002, p. 57) reaffirms that "the success of any training plan is linked to a good detection of training needs". The author, when referring to needs, does not refer to deficiencies, but to the practical result of the process called needs assessment in an organisation.

Pérez (2000, p. 127) mentions that "the training needs of the company are derived from the qualification needs determined from the foresight analysis of human resources". Once these needs have been established and identified, it is then that a training strategy can be developed and implemented and, consequently, objectives can be defined.

This includes a cost-benefit analysis of the possible alternatives in order to "define the content of the plan, which is mainly constituted by the different training programmes" (Pérez, 2000, p. 127).

Methodology

The present study is in the exploratory-descriptive research stage and the object of study is the MSEs of the tourism sector dedicated to the commercialisation of food and beverages and those of lodging services in the municipality of Maxcanú, Yucatán. In order to systematically carry out the Training Needs Detection (DNC), Reza (2006) proposes the following: a) to obtain quantitative and qualitative information on the personnel according to the area of the company's job position. B) Determine the priorities of the staff in training in order to offer an adequate training programme. C) Determine training programmes, learning strategies, job positions and core competencies and skills. D) Structure an initial skills inventory of the company's staff.

E) Identify the objectives, thematic content and necessary resources etc. required for each course/event to be delivered. F) Observe which are the training needs, which are training needs and which are development needs.

In agreement with López (2005, p. 78) who says that:

The diagnosis must be the result of a work of analysis of the internal reality of the organisations and the external scenarios that condition them; of a thorough examination of the competences of its members to find out what learning they need to improve their activities and develop their professional careers. And an assessment of the perceptions of the stakeholders who exert some degree of influence.

Based on the above, it is necessary to determine which are the scenarios in which the analysis is carried out, for the present research the classification of needs according to their origin will be taken as shown in figure 1 below:

Por su origen

Organizacional	⇨ Análisis situacional de la empresa.	Debilidades generales, se identifica en dónde es más necesaria la capacitación.
Ocupacional	⇨ análisis del puesto	Lo que es necesario en términos de capacidad, conocimiento, habilidades y actitudes.
Individual	⇨ evaluación del trabajador	La persona que necesita capacitación y en qué la necesita.

Figure 1 Classification of Training Needs by their origin. STyPS (2008, p. 27)

Among the main methods for the detection of training needs, Reza (2006) proposes the following:

- Occupational model
- Diagnosis of needs by key skills or competencies.
- The logical framework method.
- Focus groups.
- DNC based on problem analysis.

In this study, the method to be developed for the NCD is the job model in which the ideal activities are compared with the real activities carried out by the person or persons within the company, according to Reza (2006).

The same author comments that this method consists of four stages:

1. Definition of the ideal situation - In this stage, the functions and requirements are established through the analysis standards that the company must have. The standards of analysis are: a) material resources b) results c) efficiency indexes e) requirements f) physical working environment g) safety measures.
2. Determination of the actual situation: In this stage, information is obtained on how the activities of the job are being carried out. The way to obtain the information can be through interview, questionnaire, huddles, etc.
3. Comparisons between the two situations - In this stage is to compare the ideal situation with the actual situation.
4. Determination of needs and decision making - In these stages is to analyse how the activities are being carried out and to make the corresponding decisions.

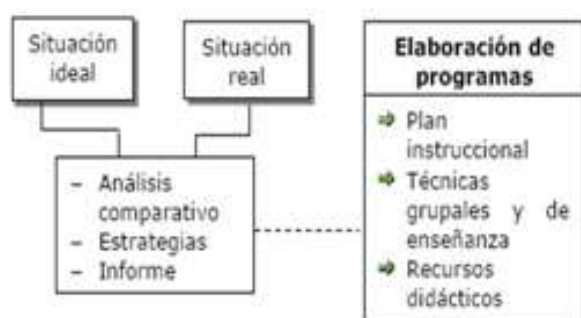


Figure 2 Methodology for the detection of Training Needs. STyPS (2008, p. 31)

With reference to the aforementioned methodology, a sample of 10 MSEs was considered in order to know aspects of the company's conformation as well as the ideal situation by means of job descriptions (documentary review).

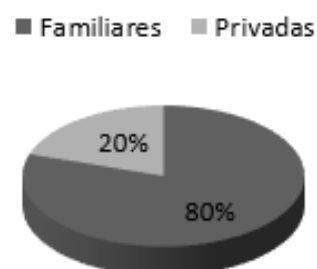
As an instrument for data collection, a survey was carried out to detect generic training needs and was applied to 43 people, who at the time of the survey were working in these entities. The instrument assesses incidence in terms of knowledge, skills and attitudes.

Finally, the comparative analysis proposed in the methodology is carried out to determine which training needs have the highest incidence.

Results

With respect to the fulfilment of the general objective of the detection of training needs for tourism MSMEs in the municipality of Maxcanú, Yucatán, the following results were obtained:

Tipo de Empresas

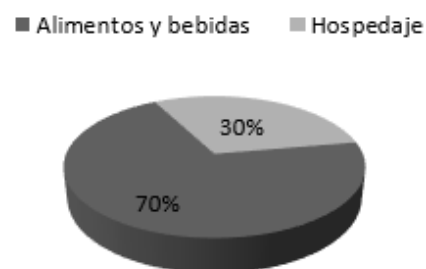


Graph 1 Type of enterprises

The survey shows that the majority of the enterprises are family businesses and only 20% of the owners are not related to the employees.

Likewise, as can be seen in the following table, 70% of the enterprises are commercial and are dedicated to the sale of food and beverages and 30% of the respondents are enterprises that offer accommodation services.

Tipo de actividad



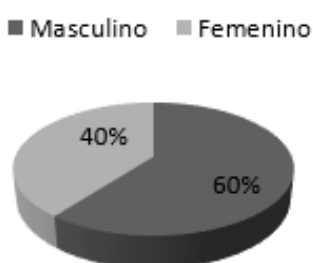
Graph 2 Type of activity in the companies

It can also be determined that the average age of the workers is between 40 and 50 years old and 60% are men.



Graph 3 Age of workers in companies

Género de los trabajadores



Graph 4 Gender of workers in companies

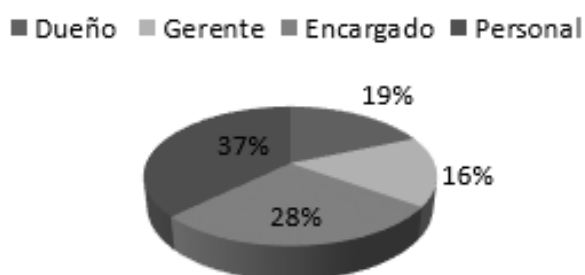
Source: Own Elaboration

Regarding the average level of education of the workers, the following relevant data indicates that around 23% of the workers have commercial and technical studies.



Graph 5 Level of education of the workers

Puesto que desempeña



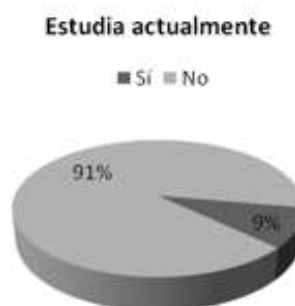
Graph 6 Position held by the workers

In this graph we can see that 37% of the respondents are business owners. In contrast to the figure below, 84% have not received any training in their current position.



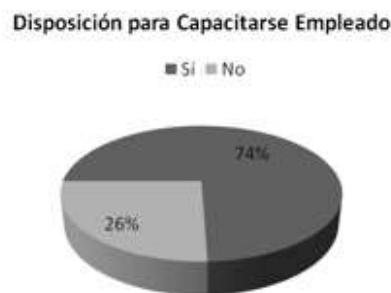
Graph 7 Training of workers

91% of the respondents are not doing any studies and said that they are 100% dedicated to this business activity.



Graph 8 Current studies of employees in the companies

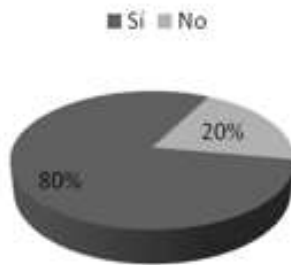
As for the employees, we found that most of them are willing to be trained and are interested in improving their professional performance.



Graph 9 Willingness to train (Employee)

In this respect, business owners are willing to train their staff, if it represents an improvement for their business and does not have a high cost for their company. In this respect, observations were also recorded in the instrument applied, referring to the relevance of the training schedules and the duration of the training, so that their interests are not affected.

Disposición para Capacitar Empleado/Dueño

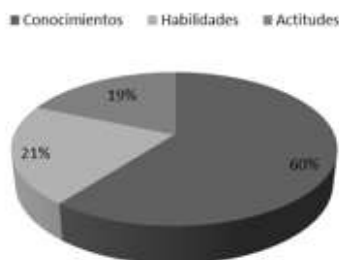


Graph 10 Willingness to train (Employer/Owner)

Based on the situational analysis between ideal and real performance, the need to reinforce the worker's knowledge is determined as a priority area of opportunity, with the greatest discrepancies in terms of the administrative and financial management of the business, marketing knowledge, service quality, computers and English.

Service quality, computer skills and English. The skills that need to be reinforced are those related to food handling and beverage preparation, and in the attitudinal area, customer service, interpersonal relations and teamwork.

Áreas de Capacitación detectadas



Graph 11 Training areas detected in the companies

Conclusions

Training in the workplace helps to improve the performance of individuals at work and the performance of the organisation itself, with a view to achieving a better competitive position in the market. However, the lack of knowledge of the procedures for detecting training needs has in many cases caused employers to err in this task. The situation of MSEs as enterprises susceptible to early failure due to poor management can change if they are provided with tools to strengthen the competencies of their human capital.

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