

Decision-making in a family microenterprise in La Estancia, San Juan del Rio, Qro.**La toma de decisiones en una microempresa familiar en la estancia, San Juan del Rio, Qro.**

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Abstract

This research project shows how a family in the community of La Estancia, San Juan del Río, Qro. with a small food business, with decisions made by the owner have been a livelihood for many years and this can be considered by all people who wish to start a business.

Decision making, Family business, Business owner, Business Owner

Resumen

Este proyecto de investigación da a conocer la forma en la que una familia en la comunidad de la Estancia, San Juan del Río, Qro. con un negocio pequeño de comida, con decisiones que ha tomado la dueña han sido un sustento durante muchos años y esto pueden considerarlo todas las personas que deseen emprender un negocio.

Toma de decisiones, Negocio familiar, Dueña del negocio

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Introduction

The state of Querétaro is among the states with the greatest economic development at the national level. And this is not just for a year or two towards 2023. It has been working to achieve it. Part of this work has been to ensure that family businesses survive with their owners from the 80's to today.

With the above mentioned, the objective was to know the history of a family business as if it were a process, since it is not easy to continue with a small family business for more than 40 years and that it is the sustenance of families composed of mother, children and grandchildren. Therefore, this research is considered a case study. And because the process of continuing the business has been carried out, it has had to face very significant changes.

Literature review

Business process

Management process is the set of parts - planning, organising, directing and controlling - in order to achieve the objectives of a business which will be the family business to be run in the most efficient way possible. It is in the management stage that the business owner can intervene in any conflict that may arise. López (2021)

<https://economipedia.com/definiciones/proceso-administrativo.html>

According to the author Luna (2015:118) for a business to function within the framework of rules set by the internal and external environment it is necessary to have or carry out control within the microenterprise and/or business. Classification (2020) because in this way the administrative process defined above is consolidated.

A micro enterprise can be called a business, as mentioned by the authors Calleja (2021:19) and Luna (2015:126) indicate that in the management phase it would be for a small business the owner who must carry out this management phase by efficiently and effectively applying leadership, since the owner must be a leader who supervises, communicates, motivates and makes decisions.

The author Luna (2015:12) mentions that businesses can be considered micro enterprises, which belong to the service sector and can have up to a maximum of 20 employees.

Blandez (2016:7) indicates that entrepreneurs and/or business owners present similar characteristics in order to have a successful business. The following are mentioned:

- They create a business in order to grow it.
- They focus on satisfying consumers' needs as well as their own.
- They establish plans and strategies such as innovation of new products and/or services.
- They come up with new ways of managing the business and/or company.
- Anticipate the demands of their customers.
- Zavala (2022:16) mentions that knowledge of people and events is important. That for a job a portion of money is earned and is allocated to various actions.

If within the company it is the owner and/or leader who makes the decisions, actions are taken that lead to a change in the business over time.

For the author Jeffcut (1994:241), decision making is the process of narrative analysis, interpreting actions and identifying meanings for the business to function better.

Decision making, for author Monllor (1994:96) indicates that the use of the information obtained by the business to select actions that produce fruitful results for the growth of the business. This process of converting information into action is referred to as decision making.

In addition to the business owner making decisions, he or she also ensures that the organisation does so in the best possible way.

Simon (1982). Sfez (1984). Ivancevich, et al. (1997). Frank Harrison (1999). Robbins (2004). Drucker (2006). Hammond, Keeney and Raiffa (2006). Etzioni (2006). Aviño and Maella (2010) the previous authors agree that in order to continue in a market, it is necessary that the owners of microenterprises must carry out a decision-making process composed of phases, premises, steps, elements, rules, stages or principles.

Author Mapcal (1995:8) made a classification of important decisions depending on the hierarchical level at which they are made: General decisions: affect the whole business or company.

Functional decisions: those into which the company is divided, the sales function, the purchasing function, the production function, the merger of production, accounting, customer service, etc.

Departmental decisions: those related to the activities of the various departments, such as accounting records activities, quality control, supervisors, etc.

Operational decisions: are those that have a direct relationship with the activities carried out on a daily basis by the operational levels of the business or company, such as messengers, receptionists, workers, external salesmen, drivers, administrative staff, etc.

Computer science or information technologies, studies the techniques and automated processes that act on data and information (Suarez, R. 2007).

Work

For the author Rieznik, P. (2009:19) work is the driving force of human evolution. The author Cañigüeral (2020:82) mentions that all changes in jobs, families and workers have occurred with absolute normality, tolerance and development of one's own social, ideological and moral environment. For the majority of the population, going to work meant leaving the house, arriving at the same place, staying there for at least eight hours a day for twenty, thirty or forty years. Moreover, teamwork is an investment.

A complex structure of coordinated actions, carried out by a group of people and a fundamental pillar of social progress and human development. Ballenato, P. (2009: 120).

Authors Lara & García (2022:3) point out that the work carried out in a business can be considered a process of adaptation, where the members obtain recognition from their clients for the service they provide and can continue in this way for several generations. González (2022:128-133) indicates that the historical reconstruction aims to present three aspects: the origins and motivations, the presence of leaders and the changes and continuities present.

Methodology

In relation to the authors (Hernández, et al. 2018) the hypothesis was established for this project: the decision making of the business owner is carried out according to the work that he performs within the business.

With which the following variables were set: dependent. Decision-making by the owner: independent. Work he does within the business. With a focus on reality, laws and interconnections, it was deduced that there is a relationship between:

- a) Decision-making
- b) Work he does within the business.
- c) Food business
- d) Administrative process

By going through the municipal, national and food business contexts, it was possible to determine the dimensions, known as variables, which intervened in this project and which were indicated at the beginning of this aspect, with the following characteristics:

Dependent variable: owner's decision making.

This variable mentions that for the case study considered in this research it is a business and/or microenterprise, indicating that it has an owner. A second characteristic is: the owner makes decisions in the business in order to move forward under any circumstance.

Even dealing with family businesses, where according to the authors Benitez, Benitez & Botero (2021:45) the values that were managed to strengthen are solidarity, respect and communication.

Independent variable: Work that he performs within the business.

A case study of a family food business was carried out in this project, which is exclusively for breakfast or lunch time. A plan of action was drawn up in the field with the purpose of collecting information by devising a strategy for approaching the business (observation or immersion in the field). The approach strategies to understand the phenomenon in the environment of the food sector in the Estancia, within the municipality of San Juan del Río, Querétaro, were executed in the following way:

To describe and understand how the business owner has made decisions and to know how his basic structure of experience has been created. We attended the place where the business is located, which is a family home, to taste the tacos, gorditas and sopes of the stews they offer, for approximately half a year, we tried to continue being a customer, to get to know the owner and the business to provide them with the following results.

Results

Description of the business

The business started approximately 39 years ago. It offers food for lunch.

The customer arrives at the family home where the business is located. The door is open and there is a sign on the pavement indicating the name of the business and what is offered.



Figure 1

Source: Taken with date October, 2022



Figure 2

Source: Taken with date October, 2022



Figure 3

Source: Taken with date October, 2022

In the photo above, when you enter the house, you can see some tables to sit at. And in the background, the customer can also see people making tortillas, gorditas and sopes on a comal. On the wall there is even a picture of a football team, where one of the sons of the family was playing.



Figure 4

Source: Taken with date october, 2022

As can be seen in the photo above, the stews are in plastic containers already prepared by the owner. A daughter-in-law fills the gorditas, tacos or sopes with them. And a daughter is the one who makes the gorditas, sopes or tortillas. A granddaughter is the one who serves what was ordered. And she also charges you for what you eat.

The owner, you can never see her in the shop, as she is in the kitchen preparing the various stews, you can only hear the blender when you need a sauce.



Figure 5

Source: Taken with date October 2022

The comal is large, gas-powered. And they even offer water for coffee

In 1984, the owner of the business divided the work among her children in solidarity because her husband died and so she said to herself: what should I do to support my 11 children? So she started making tacos and her children took them to the homes of the customers who bought them from her.

The children grew up and some of them started working on their own and others are still in the business to this day. The lady soon had more customers and then it was no longer possible to continue making all the deliveries and so, some started to go to the family home for the orders. A table was set up for those who wanted to have lunch there.

The shared goal of the owner was to continue with the source of employment and this led the owner to make decisions regarding the change in her process of how the business will and has to change with actions for a better functioning, this led the owner to share her experiences and situations that she had and this as mentioned by the author Nava Murcia (2022:25) because when she started it personally, she considered that it was very important to stay at home, without having to leave, because she had 11 children and the family would stay together most of the time. Therefore, she agrees with the author Jeffcut (1994). And with radical changes that have affected the modus vivendi this is mentioned by the authors Rico and De la Torre (2021).

The decisions that have been taken in the family business were not programmed, because for more than 35 years, there was an accumulation of adverse circumstances to the operation, they were not structured because there was no clear procedure on how to handle each situation. Simon, (1982).

In business at the time, a course of actions or a process composed of decisions made by phases, steps, premises, elements, stages, rules or principles had to be carried out. With adherence to the authors Simon (1982). Sfez (1984). Ivancevich, et al. (1997). Frank Harrison (1999). Robbins (2004). Drucker (2006). Hammond, Keeney and Raiffa (2006). Etzioni (2006). Aviño and Maella (2010).

Thanks to this family microenterprise, the owner was able to provide for her 11 children and still has a daughter, a daughter-in-law who is the widow of one of her sons and a granddaughter who helps her serve customers and two of her sons continue to go to deliver orders placed over the phone.

The following is the administrative process made up of decisions that the owner needed to make in order to move forward, not to close down and to face the various situations that have arisen in the business during her time at the Estancia, which is a community in the municipality of San Juan del Río, Qro.

Decision-making process

1. The owner made the decision to sell tacos and deliver them to the homes of those who bought from her.
2. The owner made the decision to have her children help her with the business. Once they were old enough to do so.
3. The owner made the division of labour for her children, depending on their age and experience.
4. The owner indicated to the children that they needed to go and make the delivery of the tacos.
5. She also made the decision to indicate to the daughters that they would help her to cook and make tortillas.
6. Thus 35 years have passed in which the family has a home-based business and does not need to incur any additional expenses to commute to work outside the home. They only have to carry out their assigned activities.
7. The number of customers continues to increase as the tortillas and stews have a very familiar, special flavour, and as many years have passed, it is necessary to fix up the place in the house that has been set up for the business. The wall of the house needs to be flattened and painted on the outside.

Description of the owner:

The owner is 70 years old and looks very strong, you can't even tell how old she is. She was born in 1953. And as in those years, women only dedicated themselves to the home and to taking care of the children, that is why she had 11 children. She was widowed very young at the age of 31. And having taken the decision to start a family business is considered to be what keeps her still very active in the.

Discussion

With the authors Simon (1982). Sfez (1984). Ivancevich, et al. (1997). Frank Harrison (1999). Robbins (2004). Drucker (2006). Hammond, Keeney and Raiffa (2006). Etzioni (2006). Aviño and Maella (2010) be it phases, premises, steps, elements, norms, stages or principles, the owner of the family food business has had to make a series of decisions that led her to form a process of them to continue selling at her home. what is relevant is that this family business or microenterprise has had a very positive impact of growth for 35 years that has been a source of income for a family, which has not required going out to work outside the home, but in hers is done in the community of La Estancia, in the municipality of San Juan del Río.

Conclusions

With this project, it became clear that the owner of a family food business, under any circumstance, unwittingly carried out a decision-making process to continue in the food market from the time she started it, until now. That is, for more than thirty-five years.

Every business, however small, can automatically establish an administrative process that includes decision making according to its needs.

Businesses, even if there are family members within them, are a source of income.

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