

**Human Resources Administration in the SMEs of León, Guanajuato**

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Received July 7, 2017; Accepted December 21, 2017

**Abstract**

Both the Administration in general and the Administration of Human Resources in particular, are indispensable tools for the success of the management of the companies. In terms of structure, size and twist, the application of these tools will only have the pertinent adaptations to each of them, however, they are not core changes. In this way, when we are referring to Micro and small companies, the performance or the way the Human Resources Administration is applied in them, will keep a high relation with the application of this in medium and large companies. For this reason a study is carried out on the application of the administration of this resource in the SMEs of Leon Gto.city and if there is any relation of the academic preparation that each director possesses. For this, a field study is performed to know these factors and determine if there is any relationship between them. This will help us to know if these directors tend to enhance their human resources or it is a subject low- valued by them with the consequent disregard for its application. Finally, it is concluded if the actions undertaken in this direction affect the results of these companies and if they can be determinant for their permanence and growth or development.

**SMEs, Human Resources, Labor culture, Affective capital, Health capital, Labor satisfaction.**

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**Citation:** MÁRQUEZ-DE ANDA, Camilo, QUEZADA-FLORES, Ma. de la Luz, SERRANO-TORRES, Ma. Guadalupe and MEJÍA-GUERRERO, Mauricio. Human Resources Administration in the SMEs of León, Guanajuato. RINOE Journal- Public economy. 2017.1-1:24-32.

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## Introduction

Among the people who argue about the success of organizations, the main factor of this achievement is the human factor according to some, the others, however, point to the administration itself as a process or method of work, the cause of the optimal situation reached. The previous statement is based on an informal conversation in a room in the city of León Gto.

And participated in it: Dr. Luordes Münch Galindo, the director of the club "Punto verde de León" and advisor of the Municipal Sports Council (COMUDE), Jesús Villalobos; the director of the Agricultural Administration career, of the National School of Higher Education (ENES, UNAM), and former National President of the College of Management Graduates, Felix Patiño; the Director of the Economic Administrative Area of the La Salle Bajío University, José Julio Carpio; among others. Obviously the second assertion is much broader and contains the first, since the administration as a process, will include the planning and development of human resources.

By putting it that way, apparently all differences end and generally agree that the administration including human resources, is a factor for the success of organizations. When referring to the organizations in general, they do not make reference to the size of the same, reason why we would have to question ourselves on the application of this affirmation to all the sizes of these. Specifically to SMEs (micro and small companies), which are the subject of this particular study. Personally, I agree with the previous statements, however, I think that those who point to human resources as an essential factor in the success of organizations, are considering that by comparing each of the resources that the company has (financial, technical, technological, etc.).

These are of singular importance, perhaps because they are not considered as subjects of purchase or acquisition. The other resources have no conscience or decision of their own, the human resource has its own will, which leads it to assume attitudes that benefit or harm the groups of people with whom it interacts and determines the success or failure of the total organization.

Finally, whether it is a determining factor or not, what we can not deny is that, in a large number of organizations, the human factor makes a difference when this element becomes a determining competitive advantage. It is for this reason that we will explore the aspects that make up the administration of human resources, in order to establish the behavior of the SMEs in front of the personnel that collaborate in each of them. We will focus on the analysis of the SME directors' practices and their inclination for the training and development of the organization's human capital, as well as the relationship that exists between the academic preparation of the directors and the development they offer their resources. human beings in addition to seeking job satisfaction from them.

## 1.2 Problem

Investigation questions:

1. Do the managers of the SMEs consider it important to develop and care about the job satisfaction of their workers?
2. The development of Human Resources in the SMEs is related to the academic preparation of the directors?

This variable being a determining factor for the maintenance and development of these companies, it is necessary to check whether it is taken into account or ignored by them, since the treatment and the importance that they give may depend on their permanence or disappearance, of the local economic framework, national or global.

### 1.3 Justification

One of the factors that can influence the continuity of SMEs is the good administration of human resources; so it is important to know what the managers of these companies think and do. The result of this investigation will help us to understand if this factor influences or not in which micro and small organizations subsist or perish in the short term.

Given that a large percentage of the companies in the country and the locality are of this type, it is convenient to know the factors that may affect them for their success or failure and suggest or determine the actions that should be taken into account during their performance. The one that we are going to analyze, we believe is one of the most important for the success of the companies that we mentioned.

### 1.4 Objectives

General objective: To know if for SMEs administrators, it is important to invest in the development of their personnel, as a means of ensuring the consolidation of their company and if there is a relationship between their academic preparation and this conception.

### 1.5 Methodological objectives

1. Know the importance of investing in the development of human capital in companies, regardless of the size they have, in addition to knowing the research that has been done in this regard.
2. Design an instrument to collect information to know what the entrepreneurs of the SMEs of León decide on this topic.
3. Validate and apply the designed instrument. Analyze the information
4. Results and recommendations.

### 1.6 Delimitations

The present study only includes SME entrepreneurs, so neither medium-sized companies nor large companies are included. In terms of scope, only entrepreneurs in the city of León are considered. A random sample was selected and information was collected to later analyze it and make the diagnosis.

### 2. Theoretical framework

Some studies have investigated: concepts, methodological elements and suggestions to recommend the application of programs that promote the development of human resources in small Mexican companies.

In these studies it is expressed that, in the productivity and competitiveness of Mexican companies, the social relations and attitudes of workers are more important than the tangible physical conditions in which they work. The above applies in a special way to small businesses, since their conditions are underdeveloped and their characteristics are frankly familiar, so their structure is very simple and that is what constitutes their competitive advantage with respect to large companies.

In the Mexican SMEs, attitudes become more determinant than other characteristics, in achieving the efficiency and efficiency that the worker reaches. These are: Sensitivity to change, openness of communication, Creativity proactivity and responsibility at work. These are the ones that most influence the achievement of greater productivity than the set of knowledge, technical skills and abilities that he possesses. Therefore, we will need to change the work culture for another that through training helps to modify not only knowledge and skills but above all the attitudes of workers. (M., 2009)

The development of personnel can be defined as: "the organized, structured and continuous process, whose goal is to enrich and make the most capable workers while considering them as a vital resource of the company". (Gómez Mejía Luis, 1997) For their part, the training programs have to maintain or improve the performance in the present work, the personnel development programs intend to develop capacities for future jobs. (J. Satoner, 1996) The first type of programs, seeks the improvement of performance. On the other hand, personnel development programs seek to enrich and make workers more capable, satisfying both the needs of the company and those of the employee.

The training and development of personnel applied to organizations must be conceived as models of education, through which it is necessary first to form a culture of corporate identity, based on the social values of productivity and quality in work tasks. Consider these two activities as the learning of mere instruments and the management of figures and systems, is not, but devalorize, giving the employee not only a poor conception of the world and their work, but limiting it in their creativity and ability to develop and self realisation.

Arias Galicia, for its part, defines human resources as: "all those factors possessed by individuals whose exercise facilitates the achievement of the individual and social mission in order to increase the overall quality of life". (Fernando Árias Galicia, 1999) In this way, the achievement of a high performance will be facilitated if both individuals and organizations and societies, invest and make the most of their human capital. From the organizational point of view, financial capital will not be able to give maximum returns if it does not converge on the different types of human capital:

Intellectual capital (market assets, intellectual property assets, infrastructure assets, and all knowledge and skills of the persons), social capital (cohesion and integration among people as well as the ability to work as a team towards common missions) and affective capital (motivation, vocational styles, personality styles, people's commitment to the organization and towards own people, values and leadership) and health capital (state of integral development-physical, psychological and social of people, work teams, organizations and countries).

Mexican companies have many problems with the management of the human element and in the field of training and development, according to certain studies and research conducted on job satisfaction in Mexico. Some research (with fieldwork in Mexico City) Highlights such as: Insecurity in employment, massive layoffs and staff adjustments, decrease in income, increases in workloads for those who remained employed and poor prospects, although no exasperating Other studies arrive at the following results: Mexicans who worked felt quite (39%) and very (44%) proud of their work.

Half of the interviewees said they were pleased to return to their activity on Mondays and only 15% said they felt unhappy, the rest did not care. 57% of the interviewees stated that they never experienced the feeling of being exploited in their work and 26% only from time to time. (From Cerda G. J., 1998)

Investigations of the authors mentioned in a field study in the city of Guadalajara, showed that the large companies (of more than 200 workers) There were moderately more satisfied employees than in the small companies (of less than 50 employees). satisfaction with economic factors. (salaries, salaries, bonuses, profit sharing) and psychological working conditions (preservation of employment, treatment and recognition, types of supervision).

However, the workers with the most consistent levels of satisfaction were employees of medium-sized companies (between 50 and 250 workers). In addition, they found that in general the main causes of satisfaction were the position and the activities they performed, as well as working conditions. (schedule, shift, shift); and the main causes of dissatisfaction were the poor organization of work and bad treatment of the boss. (De la Cerda G. J., 1998)

Another problem detected in small Mexican companies is the lack of solid business preparation and low level of schooling of business owners (Ruiz D Clemente, 1992). In the case of workers, there is also a low level of education and qualification. (Salvador, 1993).

On the other hand, unfavorable attitudes of employers and workers towards training are also detected; Another problem detected is the lack of a stable workforce. (Salvador, 1993) Finally, Carlos Reza Trosino analyzing the situation of training and training in Mexico, especially in small and medium-sized enterprises, concludes:

### **1. Problems in the environment of organizations**

- Lack of theoretical frameworks
- Lack of reliable advice
- Lack of research on the subject
- Low levels of schooling
- Lack of planning and reliable regulatory policies
- Absence of information systems
- Traditional education
- There is no link between the formal education system and the productive apparatus
- Indistinctly speaking of training and preparation; of human resources development; vocational training; etc.

- The education of the workers sector: it must integrate the worker to the productive process, as a determining factor for his personal development and adaptation to society.

### **Problems within the company**

- Entrepreneurs do not believe in the benefits of training
- Instructors are not competent
- Participants are not interested in training programs
- Bosses do not let their employees go to train
- Training programs are poor
- There is no monitoring of the programs
- The "experts" lack training in the subject
- No budget is assigned to the training activity
- Top management does not get involved
- There is no formal structure of the training area
- The legal issue is very complicated
- Training alone does not make magical changes in attitudes, behavior or effective acquisition of knowledge, it must be accompanied by motivational programs that support it.
- Companies do not know the educational technology that allows them to design plans, programs, courses and events correctly.
- There is an absence of technical-administrative infrastructure
- Some of the workers do not have the elementary knowledge that literacy, primary, or even secondary education provides.
- Typically trainers develop reactive and non-proactive and interactive programs. (Trosino, 1996)

Undoubtedly, the global scenario represents multiple risks as well as opportunities for small businesses in Mexico.

To take advantage of opportunities and reduce risks, they need to transform themselves into "organizations that learn", that is, capable of adapting to changes in the environment; to institute the administration for the total quality and to have a sensitive managerial staff committed to organizational change (J. Gordon, 1997). For this, permanent learning by people and teams within the organization is essential.

Maybe in the present this is a utopia; but it should be understood as the long-term vision that should guide labor relations and the management of human resources in small Mexican companies. It is essential to adopt the philosophy of high performance, and define the positions with the elements and criteria of the high performance profile.

Institutions are beginning to understand that the success of any organization lies in the ability to integrate workers in their projects, so that they consider the objectives of the institution as their own. Employees are not retained solely through salary, but also through all those factors that influence the degree of satisfaction, such as recognition, remuneration, training, relationship with their area manager, flexibility and possibility of promotion.

Schneider (1995), indicates some reasons that explain the great attention dedicated to job satisfaction: 1) Job satisfaction is an important result of organizational life. 2) Satisfaction has appeared in different investigations as a significant predictor of important dysfunctional behaviors, such as absenteeism, change of position and organization. According to the findings, research and accumulated knowledge (Robbins, 1998) considers that the main factors that determine job satisfaction are:

- Work challenge
- Fair reward system
- Favorable work conditions
- Colleagues who provide support
- Compatibility between personality and job position

A widespread definition is the one proposed by Davis, according to which satisfaction is conceived as a multidimensional concept, which includes a set of favorable and unfavorable feelings of the individual in relation to his work and which groups together various factors, distinguishing between those that are directly related to the nature of the task performed and those related to the work context. (Davis, 1987)

Regarding the importance of job satisfaction for organizations, throughout the review of the specialized literature, it is observed that, in general terms, there is a positive relationship between employee satisfaction and the results of the organization. (Davis, 1987). For Robbins, job satisfaction is determined by the attractiveness of the tasks, associated rewards, relationships with co-workers, and working conditions to which employees are exposed.

In addition, he affirms that other factors related to the personality of the employee and the characteristics of the function he performs, intervene in the same way in the perception that the employee has of his well-being and complacency in what he does, even to the extent that the personality matches the chosen vocation, there will be a greater possibility of having satisfied workers. (Robbins, 2004)

Meliá and Peiró collect as separate factors satisfaction with supervision and satisfaction with participation, as well as satisfaction with the physical environment, satisfaction with benefits and intrinsic satisfaction. (Meliá, 2010).

At present, the phenomenon of job satisfaction acquires a vital importance for the development of humanity. It is evident that it is necessary to combine the new technologies and the human factor to achieve effectiveness and effectiveness in the organizations of the 21st century.

In the scientific community there is consensus in pointing out that job satisfaction is the attitude that the person assumes before their work and is reflected in attitudes, feelings, moods and behaviors in relation to their work activity. If the person is satisfied with his work he will respond adequately to the demands of the latter, if, on the contrary, he is dissatisfied he will not be able to carry out his work with efficiency and quality. In addition, job dissatisfaction is reflected in all areas of the worker's life. (D., 2004)

### 3. Methodology

In this article the decisions that they express on the development of their personnel, the entrepreneurs of the micro and small companies of Leon Guanajuato are analyzed according to a bigger investigation that was carried out through the survey, applied at national level, " Systemic analysis of micro and small enterprises in Mexico" taken from Aguilar, Posada and Peña. 26,533 valid questionnaires were applied. (PosadaR., 2016)

To determine the sample we used the program for the calculation of samples called Decision Analyst STATS TM 2.0, we considered a value of  $p = 50\%$ , to obtain the largest sample with a reliability of 95% and an error of 5% with which was determined that the minimum sample should be 382 participants, given a population of 79084 economic units in the municipality. (Computer, 2017). Finally, the survey was applied to 514 micro and small businesses. (Oscar C. Aguilar Rascón, 2016).

### 3.1 Design of the investigation

From the different sections that make up the applied instrument the questions that are shown in the Marketing and Sales Management sections were chosen. To evaluate the answers, the Likert scale was used, where 5 is Strongly agree; 4 Agree; 3 Disagree; 2 Strongly disagree and 1 Do not know / Do not Apply.

### 4. Results

The first results that we have, are those that correspond to the academic preparation of the administrators of the SMEs. In these results we can highlight that the vast majority (61%) have high school and high school, so we can infer that within the academic preparation they have, they do not have the tools to assess the investment in human resources that the organization owns.

Studies	Total	%
Primary	78	14%
Secondary	191	33%
Baccalaureate or technician	161	28%
More than 1 year of university without title	34	6%
Senior university technician	12	2%
Bachelor's degree or engineering	63	11%
At least one year of master	5	1%
Master's degree	11	2%
Doctorate	2	0%
No answer	17	3%

**Table 1** Last grade of the director's studies  
Own *Elaboration*

If, as we mentioned in the previous table, they do not have the tools to assess the investment in their human resources, it seems logical that half of them do not always evaluate the satisfaction of their workers. It is not a priority for them and they only accepted that they almost always do it. The other 50% is divided equally between those who answered always, and those who answered: sometimes, almost never and never.

Scale	Total	%
Always	165	29%
Almost always	239	42%
Sometimes	74	13%
Hardly ever	22	4%
Never	56	10%
No answer	18	3%

**Table 2** I evaluate the job satisfaction of my employees  
*Own Elaboration*

Consequently, with the previous answers, if they do not evaluate the job satisfaction of their workers, they will hardly seek to improve their well-being. 46% answered that almost always, recognizing that this is not their main concern. As in the previous one, the third part replied that.

Scale	Total	%
Always	185	32%
Almost always	263	46%
Sometimes	65	11%
Hardly ever	11	2%
Never	41	7%
No answer	9	2%

**Table 3** I focus mainly on improving the well-being of my employees  
*Own Elaboration*

The next question refers to the evaluation of workers' performance. It is important to know how many managers of SMEs perform this function, since through the diagnosis they can establish the result of this evaluation, they can perform the planning of the development of the human capital of their company. The result is consistent with the previous items, 44% of the answers were almost always, while the third part answered that they always do it.

Scale	Total	%
Always	185	32%
Almost always	251	44%
Sometimes	60	10%
Hardly ever	16	3%
Never	51	9%
No answer	11	2%

**Table 4** I evaluate the performance of my employees  
*Own Elaboration*

Finally the question is asked about how much the worker is involved in the decision making, to which the administrators responded in the same tenor as the previous answers, 40% almost always, and almost the third part that always. Sometimes, almost never and never was the other third of the answers obtained.

Scale	Total	%
Always	157	27%
Almost always	230	40%
Sometimes	90	16%
Hardly ever	37	6%
Never	48	8%
No answer	12	2%

**Table 5** I involve my employees in making decisions  
*Own Elaboration*

## 5. Conclusions

According to the responses of the administrators of the SMEs of León, Guanajuato, Human Resources are not for them the most important thing in the management of their businesses. Definitely there are other priorities for them, such as sales or finances. When making an analysis of the different resources available to organizations, for most of the administration experts, human resources may be the most important; however, for those who are not experts in administration, as is the case of these directors, they go to second or third order of importance. The academic preparation of most of them, only reach secondary school and high school, which does not make them experts in administration.



As already some other investigations, the administrators of the SMEs, do not consider the administration of human resources, as the paramount for the development of their organizations. When not considering it as a priority, they do not allocate resources to their development or to the empowerment of them for the subsistence and growth of their businesses. Since they do not have the necessary academic preparation to know the benefit of investing in the development of human resources, the administrators of the SMEs of León do not undertake actions aimed at empowering their workers and thus becoming a competitive advantage. for their organizations, in a way that helps to ensure their permanence and growth.

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