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# **Journal of Administration and Finance**

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## **Presentation of Content**

In the first article we present, *Costs strategy in the value chain in the manufacturing company of automotive components*, by CERVANTES-ZUBIRIAS, Gabriela, ALVA-ROCHA, Lisset Anel, MORALES-RODRÍGUEZ, Mario Alberto and DÍAZ-MARTÍNEZ, Marco Antonio, with ascription in the Universidad Autónoma de Tamaulipas, as next article we present, *Competitiveness of medium-sized white line service center companies in the COVID-19 pandemic*, by LEÓN-CASASÚS, Cruz Marina, ELISEO-DANTÉS, Hortensia, CASTRO-DE LA CRUZ, Jucelly and ABID-BECERRA, Marco Antonio, with ascription in Instituto Tecnológico de Villahermosa, as next article we present, *Directed leadership as an alternative style in era of crisis*, by QUIJANO-GARCÍA, Román, PATRÓN-CORTÉS, Roger, GUILLERMO-CHUC, Giselle and MEDINA-BLUM, Fernando, with ascription in the Universidad Autónoma de Campeche, as next article we present, *Study on the Manager's perception of the current training strategies used by the service window of banking companies in Ciudad Obregón, Sonora, to improve their individual performance*, by GÁMEZ-FLORES, Alba Daniela, VASQUEZ-TORRES, María de Carmen, CANO-CARRASCO, Adolfo and FORNÉS-RIVERA, René Daniel, with ascription in the Instituto Tecnológico de Sonora.

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## Costs strategy in the value chain in the manufacturing company of automotive components

### Estrategia de costos en la cadena de valor en la empresa manufacturera de componentes automotrices

CERVANTES-ZUBIRIAS, Gabriela†, ALVA-ROCHA, Lisset Anel, MORALES-RODRÍGUEZ, Mario Alberto and DÍAZ-MARTÍNEZ, Marco Antonio

*Universidad Autónoma de Tamaulipas. Unidad Académica Multidisciplinaria Reynosa-Aztlán, Mexico.*

ID 1<sup>st</sup> Author: *Gabriela Cervantes-Zubirías* / **ORC ID:** 0000-0002-9912-5035, **CVU CONACYT ID:** 1182104

ID 1<sup>st</sup> Co-author: *Lisset Anel, Alva-Rocha* / **ORC ID:** 0000-0003-3785-1143, **CVU CONACYT ID:** 1054661

ID 2<sup>nd</sup> Co-author: *Mario Alberto, Morales-Rodríguez* / **ORC ID:** 0000-0002-1342-297X, **CVU CONACYT ID:** 687076

ID 3<sup>rd</sup> Co-author: *Marco Antonio, Díaz-Martínez* / **ORC ID:** 0000-0003-1054-7088, **CVU CONACYT ID:** 866575

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#### Abstract

The manufacturer of automotive components located in Reynosa Tamaulipas. Its main mission is to meet all customer requirements focused on environmental protection and employee safety, likewise its vision is to be positioned in the competitive market and that its brand is recognized globally, achieving customer satisfaction customer, employees and job growth, creating and innovating new products. In the present work the value chain of a company of your choice is analyzed and described, as well as identifying in that value chain, those aspects that generate this competitiveness. And it is that companies also organize their activities around the value creation process, so the value chain concept can also be used in restoration. It was decided to apply the SWOT to study the weaknesses and strengths in the manufacturing company. manufacturing and identify the strategies that can be applied in the company for the continuous improvement of its processes.

#### Strategies, Processes, Manufacturing, Technology and innovation

#### Resumen

La empresa manufacturera de componentes automotrices ubicada en Reynosa Tamaulipas. Tiene como misión principal cumplir con todos los requerimientos del cliente enfocados a la protección ambiental y la seguridad de los empleados, así como su visión es estar posicionada en el mercado competitivo y que su marca sea reconocida a nivel global, logrando la satisfacción del cliente, empleados y el crecimiento laboral, creando e innovando nuevos productos. En el presente trabajo se analiza y se describe la cadena de valor de una empresa de su elección, así como identificar en esa cadena de valor, aquellos aspectos que generan esta competitividad. Y es que, las empresas, también organizan sus actividades en torno al proceso de creación de valor, por lo que, también puede utilizarse en restauración del concepto de cadena de valor. Se decidió aplicar el FODA para estudiar las debilidades y fortalezas en la empresa manufacturera e identificar las estrategias que se pueden aplicar en la empresa para la mejora continua de sus procesos.

#### Estrategias, Procesos, Manufactura, Tecnología e innovación

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†Researcher contributing first author.

## Introduction

In a globalized world, where companies have a great importance within the economy of a city or a country, which have gone through different situations, which refer to the need to improve and optimize their activities to generate products in the shortest possible time, with minimal effort that's why the industry has a political impact, social and cultural, since it affects all the activities of the human being.

It has a series of promoter with unique qualities, among which we can mention, customer service, technology and innovation, quality inputs, characteristics and performance of the product among others, they are promoters that what they seek is to generate that differentiation in relation to what the competition may be offering. (Avila, 2021)

It is important to analyze the above, since they are essential as an attraction to people who want to buy the product, that is, it has the qualities that the competition does not have. However, to be specific, it is necessary to remember Porter's model, which is manifested as follows: Porter's Five Forces Model: Customer Bargaining Power. It depends on the improvement of supply and demand in the market. When customers are satisfied, they buy a certain number of products, which the competition. For example, we can highlight their number of organizations, the growth in demand for products, fixed costs even down to their falls, and their forms and strategies. (Baena, 2021)

Given the importance of these improvements, a sustainable tool such as the value chain helps to improve the economy of a place that has not been able to get up economically speaking. In addition, the commitment of all the actors involved in the sustainable development of the place is needed. Whether it is a private sector or a public sector, which includes associations, cooperatives, universities, institutions, international agencies and civil society. For this reason, the value chain plays an important role within the industry, building a framework for innovative analysis of the activity from a holistic and integrating perspective, as well as the identification of policies to be formulated to incorporate sustainability as a strategic variable of business management and positioning of destinations in the markets.

In addition to designing strategies for the creation and development of the links in the value chain, taking good practices and international success stories as a reference, in order to achieve success in the sustainability of companies. (Chandler, 1962) The value chain of the channels are the delivery mechanisms of the company's products to the end user or customer (Ortiz, 2019). In this chain, it is considered that the costs and margins of the distributors are part of the price paid by the end user and that the activities carried out by the distributors of the company's products or services affect the satisfaction of the end user (Alvarado, 2017)

On the other hand, the buyer's value chains are the source of differentiation par excellence, since, in them, the function of the product determines the needs of the client, the product of a company represents the purchased input for the buyer's chain (Ceballos, 2015).

The differentiation of a company results from how its value chain is related to the value chain of its buyers. This is a function of how the company's physical product is used in the particular buyer activity in which it is consumed, as well as all other points of contact between a company's value chain and the buyer's chain (Padilla, 2016). However, it is possible to identify two types of activities in the value chain, which are: primary and secondary or transversal activities (Alvarado, 2017).

The primary activities refer to the physical creation of the product, its design, manufacture, sale and after-sales service. They can also, in turn, be differentiated into direct, indirect and quality control sub-activities (Balleza, 2017).

Strategic planning is the art of creating specific business strategies, implementing them and evaluating the results of executing the plan, considering the long-term goals or objectives of a company. This must be adaptable to survive in changing or unforeseen conditions. During the planning process, it can be said that it is to draw the most direct line or have the clearest path from where we are today to where we want to go and begin to articulate the organization in any strategy to stay on a straight path. (Vo., 2020)

All strategic processes have a starting point. For companies, this starting point stems from an organizational need to adapt, compete and evolve within a competitive market. The early innovators in strategy, Henry Mintzberg and Max MacKeown, understood this and defined strategic planning as “patterning a stream of decisions” and about “shaping the future”. However, developing a pattern and shaping the future first requires laying the groundwork for success. Strategic planning is a top-down process where every level of an organization is part of the strategic planning process. (Thompson, 2021)

The strategy of a company can be better than that of another regardless of size; it does not necessarily have to be the largest to be able to get ahead. The important thing is that you have defined the objectives to which you are aiming, that you have the knowledge and the desire to move the project forward. In the current economic conditions in which organizations operate, there are no large capitals willing to be risky in large companies. On the contrary, it is the small investors who risk the most to invest to try to carry out their projects. They constitute possible choices to face research problems and are equally valuable. (Flores, 2017)

### Literature review

(Contreras, 2013)The concept of strategy has had a great boom over time with many different uses and applications, from the military field – where it is said to have originated–, passing through the political, administrative, economic, religious, cultural and social fields; in each of them it stands as a reference for the way in which it has been used. Likewise, the strategy is a bet in such a globalized world in which companies struggle to stay in the market using all the tools they have, establishing flexible and aggressive management policies that allow them to position themselves and have continuity in the future. (Garcia, 2015)BUSINESS FINANCIAL STRATEGIES.

The business world is not only in constant change, but it is generating improvement, which means that it undergoes deep transformations that will produce more changes and faster. In this first proposal, useful tools are presented for those who are in the business field, from the financial point of view, linked to situations that are sometimes not identified as having an impact on the organization's resources. It is important to mention that there is some controversy on some occasions about what the objective of business is, according to the Dictionary of the Royal Spanish Academy, Introduction 2 Business financial strategies among its meanings is that business is "That which is the object or matter of a lucrative occupation or of interest..." and negotiate "Trade and trade, buying and selling or exchanging goods, merchandise or values to increase the flow...". In this way, it can be considered that the objective of the business is to obtain a benefit from those involved.

Hernández et al., (2017). He results of this exercise show that more than half of the companies belonging to the sample are medium-sized companies, and only 40% of them develop activities focused on technological innovation, preferably involving marketing and design actions, investing amounts of resources that are reflected in organizational development.

(Millan, 2020) The main objective of his research is to establish the level of innovation in technology and strategic direction of small and medium enterprises (SMEs) in the city of Barranquilla, Colombia. For this purpose, a descriptive investigation was carried out, using a data collection technique, in which six variables were analyzed that determined the size of the company in terms of number of workers, the type of innovative activities that they implement, the budget they invest in technology, the preferences regarding the area in which they innovate and the relationships between what they invest and the technological innovations carried out in a sample of ten companies in the city. The results of this exercise show that more than half of the companies belonging to the sample are medium-sized companies, and only 40% of them develop activities focused on technological innovation, preferably involving marketing and design actions, investing amounts of resources that are reflected in organizational development Restrepo de O., L. S., Estrada Mejia, S., & Ballesteros S., P. P. (2010)

In his research work, he presents the development of a logistics planning model for a formal organization. The model compiles the strategic direction of the company in which an analysis of the environment is carried out, through systemic analysis and Porter's five forces, which allow it to be evaluated. With corporate strategies, adjusted with the strategies that add value to the supply chain, the achievement of successful results for the organization is facilitated.

(Curto, 2017). The context of the information society has led to the need for better, faster and more efficient methods to extract and transform an organization's data into information and distribute it throughout the value chain. The aim of this research is to develop and validate a measurement scale for consumer's perceptions of corporate social responsibility (CSRConsPerScale) using the three-dimensional social, environmental and economic conceptual approach as a theoretical basis.

(Chiavenato, 2006) In his research he mentions that all activities related to the production of goods (products) or the provision of services (specialized activities) are planned, coordinated, directed and controlled by organizations; These are people and non-human resources (physical and material, financial, technological, marketing, etc.). People's lives depend intimately on organizations and these depend on the work of the former. In modern society, people are born, grow up, learn, live, work, have fun, interact and die within organizations. These are extremely heterogeneous and diverse, whose size, characteristics, structures and objectives are different. (Vives, 2019) There are for-profit organizations, called companies, and other non-profit organizations such as the army, the Church, public services, philanthropic entities, non-governmental organizations (NGOs), etc. Organizational Theory (OT) is the field of human knowledge that deals with the study of organizations in general. Because of their size and the complexity of their operations, when they reach a certain size, organizations need to be managed by a group of people stratified at various hierarchical levels dealing with different issues. Administration is nothing more than the rational direction of the activities of an organization, with or without profit.

It implies planning, organization (structure), direction and control of the activities carried out in an organization, differentiated by the division of labor. Therefore, management is essential for the existence, survival and success of organizations. Without management, organizations will never have conditions that allow them to exist and grow.

### **Data and method**

(Hernandez, 2014) He is one of the authors who is generally approached for this type of project because he expresses the following: Quantitative, qualitative and mixed approaches are possible choices to face research problems and are equally valuable. They are, until now, the best ways designed by humanity to investigate and generate knowledge based on it, the following is fulfilled. Carry out the observation of the phenomenon. Establish assumptions or ideas under the previous point. Substantiate each and every one of our ideas. Review them on the basis of evidence or analysis. Propose new ideas to clarify, modify and substantiate these to generate others. What is carried out in this research and development is the comparison, interpretation, establishing precedents and determining the causes of a phenomenon or research problem. The SOWT analysis was applied to determine its strengths and weaknesses in the manufacturing company dedicated to the manufacture of automotive components. According to the SOWT analysis, it has been detected that it has policies, mission and vision and objectives in its strategic planning, but one of the threats it presents is to strengthen the training of employees so that they know the objective that the company pursues in the short and long term, and comply with internal and external audits within the processes for the evaluation of strategies, since this phase allows a value judgment to be issued for the management of the organization, and it is of the utmost importance to review costs-benefits and review agreements and contracts with suppliers and customers as well as their processes with interest groups, as well as increasing their loyalty.

Based on the SWOT analysis as we have mentioned before and as we found thanks to the Scientia Magazine Et Technica (2010) in the article entitled "Logistics strategic planning for a business holding company" something interesting that handles in the development is the following.

Strategic planning is the sequential process that the company must carry out in order to project itself and manage to develop in a turbulent, fast, demanding and violent environment. In order to meet the challenge of competing in the markets, they must adapt and interact harmoniously with the environment. The strategy formulation process has a set of steps in which the organization analyzes its past, the present and establishes how the organization hopes to face the future. Thus, we have and understand that logistics strategic planning includes the areas of: Manufacturing and Physical Distribution (Mullins,2015).

In the manufacturing area, it comprises a group of decisions on matters that have to do with the following aspects: the degree of vertical integration; the number, size and location of manufacturing facilities; the technology to be used in the process; the type of production plan to follow, which products are to be produced and which are to be purchased, at which manufacturing facility and for which markets. It should be noted that not all supply chains have the same processes, nor can they clearly identify the cycles that occur between two successive stages of the chain. Therefore, it is important to know that once certain decisions have been made, strategies are designed in the supply chain, which are aimed at: Assume functions internally, know what the products will be to be manufactured, Storage, Inventory Management, Means of transport and Information System (Télliez, 2019)

**Result and discussion**

As a result, the following fit was determined as shown in table 1. in the strategy adjustment analysis, considering that those that can be effective according to the analysis and methods in the strategy adjustment analysis, considering that those that can be effective according to the analysis and methods applied, it is relevant to consider their evaluation and their assessment of the way the organization performs.

Dofa matrix Business analysis method	
Debility	Opportunities
- Higher Costs. - Slow decision making.	- -New home construction polices. - -International Social Polices.
Strengths	Threats
- National leadership. - Customer satisfaction. - Technological development. - Provider development.	- Competence. - Security issues. - Political problems. - Weakness in the implementation of norms and laws in the implementation of services. - Government policies of other countries.

**Table 1.** Strategy fit analysis  
*Source: Own elaboration*

Some conflicts of the company mentioned above were identified, what we comment and expose is the following: quality service, Product variety, Tolerance of customers waiting for your product and Product and transport innovation. What the author does mention that: The supply chain strategy will determine: procurement of raw materials, transportation of materials, product manufacturing, distribution. These strategies must be closely linked with the corporate strategies and the corporate strategies and the strategies of the supporting processes, they must be synchronized with each other to be successful. Strategic fit means that both strategies must have their goals aligned up to this point. It is important to highlight that, according to the author, the capacity of the supply chain is going to be closely related to the costs involved in obtaining a response capacity. That is, to respond to a broader range of quantities demanded, capacity must be increased (which raises costs). (Muñoz, 2018)

These variables must be highly analyzed to achieve a balance between cost response capacity. Taking us to the holding company, defined as: “The partner company or owner of a group of common companies, this is formed in order to control they activities in the same market, which ensures that the companies that are part of the Holding have access to raw materials, logistics, transportation, financing, etc. For this, the Holdings will be considered as a form of business integration and collaboration, that can control the entire chain or process of a good or service, taking into account that risks must be minimized and profits maximized.

Becoming necessary to carry out a diagnosis of the company, where we can determine the following.

Infrastructure. - It must be adequate in terms of the roads to be able to properly market the products. Security. -So that the development of the activity can be carried out, since it is a fundamental element that will allow the cargo to be mobilized. Policies. - They must be generated in the country to which they are oriented to impact, always in a positive way, by virtue of development. Training. - Aimed at those previously involved, since they will be the ones who will facility and guarantee the normal flow of the operations carried out. Thus, our final approach for the design of strategies that allow the achievement of corporate objectives would be as shown in table 2. How he mentions (Freed, 2002) points out that to formulate strategies it is necessary to identify the mission of the company, its objectives and tactics that it uses all this before carrying out the strategic planning process that begins with an external audit to identify threats and opportunities and is fundamental in the value chain or supply chain strategy proposal.

Corporate strategy		
Product and development strategy	Supply chain strategy Manufacturing Inventory Delivery Time Purchase Transport	Marketing and sales strategy
Information Technology Strategy		
Financial Strategy		
Human Resources Strategy		

**Table 2.** Design of strategies  
*Source: Own elaboration*

Through strategic planning, organizations can understand their current state, where they want to be and therefore what they need to do to get there. It is an exercise that defines what you want to achieve and the ways in which it will be done, always considering the available resources.

The development of effective product strategies implies that the company that applies them must have a good understanding of consumer behavior and their response to the launch of new products. It is also important to know the attitudes and reactions of competing companies to the strategies developed by the company itself. (Arroyo, 2020).

By having a product strategy, a company can define its path forward taking the product as a reference, one of the elements of the marketing mix. With the design of a good or service to be produced and the choice of the market in which it is going to operate, the organization develops its commercial action plan.

A product strategy is said to be good when it emerges from a thorough investigation of the characteristics of the product with which it will enter the market. Thus, the specialists emphasize the importance of carrying out an intense preliminary work on ideas and studies of the market and the target audience to which the offer will be directed, for which a correct customer segmentation should be carried out (Lavado, 2021)

Consequently, the main pillars of a correct product strategy will be: Knowing well who the product will be aimed at, Being clear about the benefits and benefits of the product and What the product brings as a novelty compared to the competition. (López., 2018)

Finally, we can say that its importance is due to the fact that it channels the resources from savings towards the production and financing of companies and, in addition, attracts resources on a massive scale. (Leiro, 2020)

Organizations are formed to achieve the fulfillment of objectives that involve their interests, and that generally allow them to obtain a benefit. According to these interests, the objectives of an organization can be classified as follows : a) At the level of the environment, where the organization receives a constant input of products, energy and information ; b) At the organizational level, which is the system to which a person has to adapt in order to achieve the objectives demanded by the organization, thus March is a forerunner of systems theory and c) At the individual level, you must be concerned about the interests of the workers (Rodríguez, 2016).

Since the organization is a coalition of interests where the objectives are formulated through negotiation, since the organization satisfies multiple objectives, in addition, you can modify the objectives through experience, fulfilling the objectives gradually, having freedom to organize, and in this way the coalition is managed.

The organizations have different objectives, are oriented to the diversity of themes, and respond to various specific needs, which explain their reason for being such as : Social : People need to relate to each other to survive, seeking social satisfactions, which social organizations are capable of providing; Materials : Human beings need to satisfy needs in relation to shelter, shelter and protection, therefore, they organize with other people to get it ; and synergistic effect : In other words, the joint effort to achieve common objectives has as a consequence a multiplier effect, which in turn guarantees a permanent spiral of organization and commitment.

Some work areas that remain pending to strengthen the chosen strategy are: The valorization of human work, the increase in productivity and the satisfaction of the needs of workers and their families. Trust in workers and their families is important, because if they are in good condition in every way, then their motivation will be to work properly and constantly, which will clearly provide a good work environment.

Continuous, permanent and responsible effort of the productive factors. Here we are guided by the legal system inside and outside the country that is completely typified, what is provided within the contract multiple provisions that the persons concerned this agree. Revaluation of human work as a fundamental element in the company to achieve levels of productivity and competitiveness. As a company we do not want to expose people who are no longer a fundamental part of the fundamental part of the company individually, in general it is necessary to revalue each one of them.

The training of workers and entrepreneurs as a permanent and systematic process throughout their active lives. We also find that in the Federal Labor Law in the capitulation of people before and during work, therefore it is something fundamental for both the worker and the company.

Stimulate the creation of jobs and the preservation of existing ones. We observe the situation of the country in terms of the lack of work and we focus on providing work according to the needs that we also have, as well as motivating existing workers to continue with it.

Generate a national culture of productivity and quality.

As a company we see it as a great opportunity and as a country as well. Investment in human capital and a more efficient allocation of productive resources are the essential factors to increase the productivity and competitiveness of the Mexican economy. Recognition of the importance of education and training to introduce a change in attitudes and behaviors those promote the creation of a New Culture. Production processes not only require compatible point equipment and technology, but also new forms of management, organization and training for productive work.

Most companies do their best to find the human capital needed to run a business efficiently by using temporary employees. Others consider being very assertive in this selection by improving their recruiting techniques. But obviously this is not the solution. Considered one of the factors that considerably reduce the productivity of an organization, staff turnover is conceptualized as "The fluctuation of personnel between an organization and its environment, that is, the exchange of people between the organization and the environment, is defined by the volume of people who enter and leave the organization" (Chase, 2018)

If an observation is made, it can be considered that organizations are composed at the same time by individuals, capable of forming groups and these within their dynamism form what is known as an organization, therefore, human behavior in the organization is an issue that is present at three levels: individual, group and organizational; Despite being different, they are continuously related to each other, thus influencing in an impressive way the system known as an organization. Organizations, despite sometimes not being recognized in a social environment, they should take on importance since they are a social system that leads to meeting individual and group needs, for this it must be understood that there is an ideological understanding according to the system to which each individual belongs, since it will be the way in which he will behave according to the interests or objectives that the organization requires.

The relationship between productivity and human resources is vital in an organization, for this reason, it is emphasized that the success of an organization rests on “the people”, that is, the members of the company, since they are the ones who contribute to the productivity of the organization.

The national Autonomous University of Mexico (2018) mentions that “Productivity is the effective use of innovation and resources to increase the aggregate value of products and services” however, it is important to note that the productivity of a company also maintains a close link with its competitiveness.

“Competitiveness is not a ‘stage’ to be reached, but a continuous process of joint efforts towards the acquisition of distinguishable attributes in which the results are obtained in the long term” (UNAM, 2018). That is, productivity is a measure of competitiveness, and a company is competitive on the basis of its location and resources, among other aspects, human resources can be assumed as a factor of competitive advantage, which, in turn, it is a factor of productivity, from the above the importance of a motivated, trained and stable human resource. Productivity is a measure of the degree to which resources are put to good use, highlighting the human resource. The human resource is important for productivity; competent employees with a positive attitude are a decisive factor in increasing the competitiveness of your company (OIT, 2016, p.6).

The above described, allows to assert that the productivity of a company is linked to different factors, however, the stability of human resources is one of its key elements, preventing harmful actions such as staff turnover, which affects the productivity of the company, reducing production actions such as sales. All this highlights how complex decisions to establish adequate low-cost strategies entail, since it is necessary to evaluate many factors of competitiveness. The provision of services, renovation, technology and human resources allow a balance with the financial situation, seeking efficiency and effectiveness. Human talent is stimulated, creating a sense of belonging, participation and commitment, generating greater personal and group development, by adequately recognizing performances.

Therefore, the company should prioritize employees by developing a structured training program with simple bases, but practices that are very punctual in their subjects and in the way of applying them, modern time do not allow long trial periods that do not significantly impact the assets of the company.

Thus, it is of great relevance that the real needs are identified so that the expected objectives are met, and it is not merely a procedure to comply with a process, but rather it really covers the needs of the company and directly influences employee satisfaction and your daily behavior.

This work defines the low-cost strategies of the value chain from which, as could be observed, everything is proposed for a greater degree of efficiency, reduce costs and better customer service and above all the increase in value of the company.

(Ucha, 2015) As a formula for business growth, it encompasses a quantity of important and well-structured information, which will drive us to benefit the company according to our needs, where it provides the following: Increase earnings per share, achieve operational or financial synergies between the companies involved, to maximize the value of shares, increase the growth or power of companies, exacerbating the difference in objectives between managers and shareholders, Financial synergies, that is, combining a company with excess cash but few growth opportunities and one with high-yield projects but cash constraints. Productive synergies: Allows growth in the current market or penetration into new ones.

On the other hand, the risks are many, for example:

The motivations for economic situations, it is not necessary to explicitly encourage the merger or acquisition, therefore, the abuse of a dominant position must be avoided, for example, national antitrust. Companies that are not listed on the Stock Exchange find it difficult for large companies to get involved in these processes. The logistics that the company poses is aware of various situations to which they are exposed, however it is essential to think about each and every one of them to be prepared or have an idea of their management.



Therefore, the current situation characterized by increasing globalization and technological changes introduced in the business environment requires every company to compete, what should be the permanent goal of managers responsible for organizations since such competitiveness drives both the consolidation of markets and restructuring in organizations in order to be able to reach levels of efficiency that allow them to face their rivals, so logistics is generally interpreted as the brain of the company both internally and externally, if a conflict is not managed from logistics, it will later increase, it is the main basis of a good operation

### **Conclusion**

The auto parts sector is part of a global value chain, characterized by global integration, those that are part of the actors in this chain are the leading firms and global suppliers of parts and components. The automotive chain of auto parts is made up of three main characteristics is made up of a group of companies that supply inputs, the second characteristic is made up of companies whose function is to transform the inputs spread for the elaboration of parts and systems. And finally, they are the companies in charge of the activities of assembly and finishing of auto parts. On the other hand, the market is made up of wholesalers and specialized workshops in charge of transforming parts according to the needs of local companies. The company has had to locate markets according to its style of marketing and sales objectives. The competitive advantages in the sector, the strong support from sales and investment potential, the risks may be the prices of raw materials and local supply, as well as the increase in costs.

Through the SWOT analysis, it was possible to determine the strategic problems that are most relevant and that can become one of its strengths in monitoring it. The company has had to locate markets according to its style of marketing and sales objectives. The competitive advantages in the sector, the strong support from sales and investment potential, risks may be raw material process and local supply, as well as increased costs. In the implementation of the strategies, the company saw the need to support workers in training in the different technological tools and helped to have a greater overview of the skills of its employees.

And making and trying to maintain human talent since the market is increasingly more competitive, and above all that the staff have these technological skills and analytical skills. And thus comply with its focus on the strategy of the axes such as the product, brand, customer satisfaction and efficiency of its operations.

A competitive company is one that consciously makes a constant effort properly planned and programmed, in order to create internal and external conditions, which allow raising the levels of preference of its products or services by the members, of its or its markets, and/or raise barriers that prevent their market positions from being eroded by competitors. The existence and subsistence of companies depends on the market share they manage to capture and consolidate.

It is worth mentioning that in any competitive strategy there are drawbacks: consumer preferences change, there could be an inability to understand what customers need or want in a product, a possible focus on differentiating product features, but unimportantly, competitors could imitate the product attributes at a lower cost, differentiation efforts may not be well received by consumers, spending too much on differentiating a product, only to not be able to recover the investment in order to carry out this analysis, the flow chart of the inbound logistics process was made in the same way:

These processes relate to any internal logistics, such as storing, receiving, and distributing parts or materials. Suppliers are often a key factor in the warehouse department's inbound logistics processes, as shown in Figure 1.

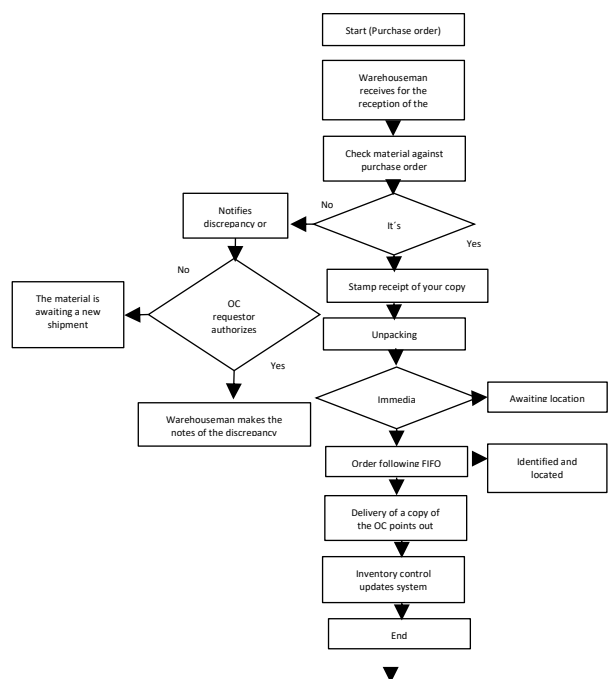


Figure 1. Warehouse Flow Chart. Source: Own elaboration

It is important to consider that in the analysis of strategies, consider all the activities that add value to the product. In this case, the process of the value chain of inventory control and audits was analyzed, where it is shown in figure 2.

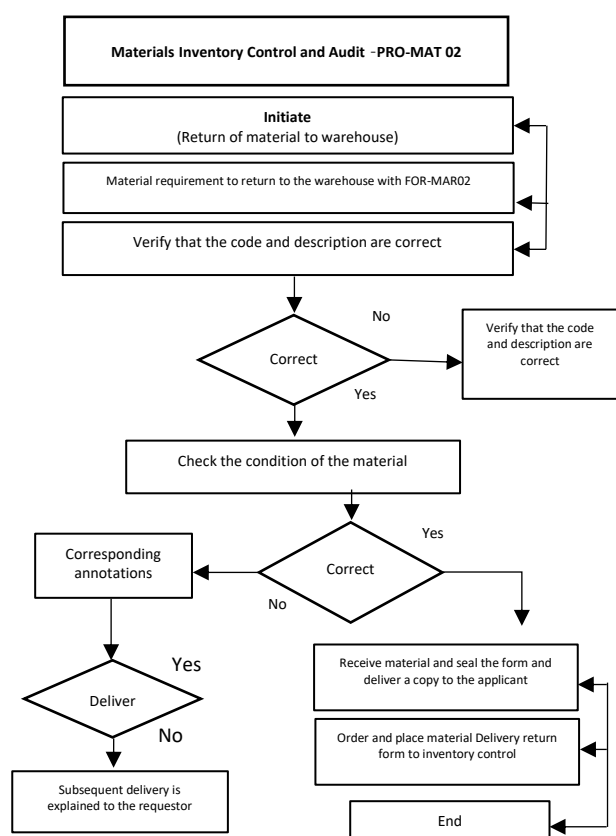


Figure 2 Flowchart inventory control and audit Source: Own elaboration

Outbound logistics: These processes include steps that supply the product to the customer from your company. Sometimes these involve external shipping connections, while for other companies, outbound logistics is an internal procedure.

The automotive component manufacturing company has a transportation method and a route plan and alternative transportation methods and in the event that a transportation route is interrupted (product delivery route to customers and material supply route to the company itself). It is necessary to consider making agreements with the corporate-client if it is necessary for the distribution and they evaluate the business continuity capacity of suppliers in the same way, considering the continuous evaluation monitoring of the business capacity of important suppliers so that recovery strategies can be implemented in the same way if necessary.

The automotive component manufacturing company has a strict responsibility to supply all its products to customers. Land route and air route in case of an emergency.

Briefly I would like to mention that if this were implemented in the development of people from an initial education, later when they develop in daily life and their work, the relationships would be different, even positive aspects would be noticed and transmitted to the new generations. Sometimes it is necessary to be individualistic but teamwork gives us many values. But I think that it is necessary to strengthen and propose in its policy that it is necessary to be consistent in its goals of zero customer complaints and strengthen communication and participation of the employees of the organization for these results to occur must be integrated into its strategy design model, considering it in its strategic plan.

The company wants to maintain a feeling of understanding with employees that is as high as the standards of civil respect that they have established with customers through their Products/Services and for this reason it is suggested to be alert and follow up on the following question What strategies does the company need to be implementing or innovating so that it can be competitively positioned in the market?

It is important to consider that strategic decisions require reflections about changes, such as maximizing profits against increasing the effectiveness of their actions and consider that there are factors that can affect decisions, and a differentiation strategy allows companies to reduce price competition in the market and if the company creates a competitive advantage in the market due to its unique product, it can charge higher prices.

One of the problems that could be detected in this research corresponds to the fact that many structures based on the direction and control of the company are giving a participatory approach to teamwork. Teamwork is the key to the success of any organization. The teams are considered as continuous improvements in companies, they manage and improve the company's processes, in addition to allowing all employees to be an active part of management and improvement activities. And that not all employees know the internal logistics of the company, which is a functional key for the organization.

Since, the organization is a coalition of interests where the objectives are formulated through negotiation. The problems that may arise are damaged or defective machinery or equipment inadequate of misapplied procedures, lines that continue to work despite the occurrence of a problem, human error, poor communication, redundant and unnecessary processes, customer specifications are not understood. A product is made that is not required by the customer, idle machines continue to work, the production push system is used, the production task time is not established, there is no Kanban system, there is no defined sales forecast, there are no defined stock levels, produce without a sales order, producer if there is no advance payment, in terms of inventory, various problems can occur such as programming errors, fluctuations in customer demand, providing inefficient operation problems, poor planning, there are no optimal inventory levels, undefined reorder point, product quality failures, there are no Kan ban levels in process, in terms of movement, the work sequence may not be well defined, messy work areas, layout not defined by process, operations do not follow the one piece flow or the materials are not available to the operator, in the same way defects or unnecessary movements may occur due to transportation.

The logistics posed by the company is aware of various situations to which they are exposed, however it is essential to think about each and every one of them to be prepared or have an idea of their handling. Therefore, the current situation characterized by increasing globalization and technological changes introduced in the business environment requires every company to compete, which should be the permanent goal of the managers responsible for organizations since this competitiveness drives both the consolidation of markets and restructuring in organizations in order to achieve levels of efficiency that allow them to face their rivals so that the Logistics It is generally interpreted as the brain of the company both internally and externally, if a conflict is not handled from logistics subsequently increase, it is the main basis of a good functioning.

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## Competitiveness of medium-sized white line service center companies in the COVID-19 pandemic

### Competitividad de las empresas medianas de centros de servicios de línea blanca en la pandemia de COVID-19

LEÓN-CASASÚS, Cruz Marina†\*, ELISEO-DANTÉS, Hortensia, CASTRO-DE LA CRUZ, Jucelly and ABID-BECERRA, Marco Antonio

*Tecnológico Nacional de México, Instituto Tecnológico de Villahermosa, Mexico.*

ID 1<sup>st</sup> Author: Cruz Marina, León-Casasús / ORC ID: 0000-0003-0875-6315, Researcher ID Thomson: RID-25050, CVU CONACYT ID: 1083056

ID 1<sup>st</sup> Co-author: Hortensia, Eliseo-Dantés / ORC ID: 0000-0003-4006-4669, Researcher ID Thomson: F-6749-2018, CVU CONACYT ID: 411079

ID 2<sup>nd</sup> Co-author: Jucelly, Castro-De la Cruz / ORC ID: 0000-0002-3862-9555, Researcher ID Thomson: G-1886-2018, CVU CONACYT ID: 739319

ID 3<sup>rd</sup> Co-author: Marco Antonio, Abid-Becerra / ORC ID: 0000-0002-4601-3603, Researcher ID Thomson: CAE-8660-2022, CVU CONACYT ID: 1204241

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#### Abstract

The situation of the COVID-19 pandemic has generated new obstacles and challenges for the competitiveness of various organizations. This article will analyze the impact it has had on white line service center companies. These companies, as well as various SMEs, have found it necessary to implement strategies or actions that increase competitiveness in the workplace. The objective of this study is to observe the performance of competitiveness in white line service centers through the environment of the COVID-19 pandemic. The tool that was used was an observation of medium-sized companies in the implementation of the visit to the white line service center, for the collection of different observations of teamwork. It is important to mention that a positive response was obtained, showing a specific analysis of competitiveness as a result of the new strategies that medium-sized white line companies applied to maintain competitiveness with the new COVID-19 environment.

**Competitiveness, White line service centers, COVID-19**

#### Resumen

La situación de la pandemia COVID-19, ha generado nuevos obstáculos y retos para la competitividad de diversas organizaciones. En este artículo se analizará el impacto que ha tenido en las empresas de centros de servicios de línea blanca. Estas empresas, así como diversas pymes, se han visto en la necesidad de implementar estrategias o acciones que aumente la competitividad en los centros de trabajo. El objetivo del presente estudio es observar el desempeño de la competitividad en los centros de servicio línea blanca a través del entorno de la pandemia COVID-19. La herramienta que se utilizó fue una observación de las medianas empresas en la implementación de la visita al centro de servicio de línea blanca, para la recopilación de diferentes observaciones del trabajo en equipo. Es importante mencionar que se obtuvo una respuesta positiva en donde se muestra un análisis concreto de la competitividad a raíz de las nuevas estrategias que las medianas empresas de línea blanca aplicaron para mantener la competitividad con el nuevo entorno COVID-19.

**Competitividad, centros de servicio línea blanca, COVID-19**

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\* Correspondence to Author (E-mail: m20301146@villahermosa.tecnm.mx)

† Researcher contributing first author.

## Introduction

According to Ferraz, Kupfer and Haguenaer (1996), competitiveness can be defined as the ability of a company to create and implement competitive strategies and maintain or increase its product share in the market in a sustainable manner.

Competitiveness does not arise spontaneously: it is built and achieved through a process where different actors play their role: suppliers, employees, the physical and economic environment, our local, regional and national administrators, shareholders and especially, managers, etc.

Although it is true that the duration of the pandemic has been longer than expected (ECLAC, 2020), we do not know when the end of the health crisis will be or what the economic, environmental, social and political impact will be (Fu & Zhu, 2020; Gallen, 2020). Therefore, the challenge for organizations is to generate strategies to face future scenarios.

The determinations of these strategies will become the "route map" of the management of these medium-sized companies.

## Background

Before the COVID-19 pandemic changed the rules of strategies and the perspective of competitiveness, competition between organizations was stronger than in other environments. Although technologies are evolving, the competitiveness of medium-sized companies is an important issue in globalization.

The competitiveness of the medium-sized companies of the white line service centers, like most organizations, have as their objective: economic and cultural success, the fulfillment of the mission, vision, etc., as well as the well-being of their collaborators and of those who benefit directly or indirectly through the services or products they offer.

The analysis of the concept of competitiveness seen from the perspective of different authors, will allow us to verify that sustainable competitiveness over time requires the implementation of a variety of policies that allow overcoming the existing obstacles to achieve it.

Understanding the concept of competitiveness in all its dimensions is important, given its value in explaining and dealing with the problem posed by the creation of the necessary factors so that development processes, or at least growth, are viable in underdeveloped economies. some sectors. A company is competitive if it can produce products and services of superior quality and lower cost than its domestic and international competitors. Competitiveness is synonymous with long-term profitable performance, the ability to compensate its employees, and provide above-average returns on investment to its shareholders (The Aldington report, 1985).

At the microeconomic level, competitiveness refers to a company's ability to grow in size, market share, and profitability. Traditionally, production costs determined relative competitiveness, but other factors have been proving important, such as: skills and motivation of the workforce, research and development capabilities, skills to adopt new technologies, organizational and administrative factors, relationships with other actors. such as customers, suppliers, other companies, etc. (Clark and Guy, 1998).

Polevnsky (2003) points out that company-level competitiveness is the ability to sell more products or services and maintain or increase market share without sacrificing profits or wages or damaging the social or natural environment. Market participation is the common element in the definitions and profitability or profit participation, workers' wages and care for the environment are elements of competitiveness. Coriat (1998) presents a complex notion of competitiveness that includes multiple cost and non-cost factors. The former include the cost of work, which includes direct and indirect salaries; the cost of capital, made up of interest rates and equipment occupancy rates and quality of work; input prices; and economies of scale to reduce costs. Among the non-cost dimensions, he proposes the profit margin of companies; the quality of products and services; installed capacity; the ability to adapt to technical standards and product differentiation; delivery times; specialization towards markets with growing demand; and network efficiency. Ditto marks a company's relationship with the industry by selecting factors such as intercompany networks and just-in-time delivery time.

Porter (2003) proposes to analyze the competitiveness of the company through the analysis of the value chain. This model tries to detect the sources that can generate a competitive advantage, by examining the activities that a company develops. The analysis includes two dimensions: primary activities and support activities. The primary activities in turn are divided into five areas of analysis: inbound logistics, operations, outbound logistics, marketing, and sales and service.

Support activities are divided into four areas of analysis: acquisitions, technology development, human resource management, and enterprise infrastructure. Idem does not indicate why these activities were selected as critical in the value chain, leaving out the area of finance, which is essential for the operation of the company. Aktouf (2004) criticizes him because he does not include factors such as corporate culture, worker morale, level of communication, teamwork, leadership and interpersonal skills to maximize the potential of workers. These factors are more difficult to analyze and modify than those identified in the value chain, although they are also sources of competitive advantage.

Prahalad and Hamel (1990) point out that there are core competencies that give the company competitive advantages, but they indicate that these are different for each company. For its part, the resource-based theory includes among the variables that are identified as a competitive advantage: total quality, technology, knowledge management, innovation and mainly, the human element (Aktouf, 2004).

Castañón (2003) proposes that competitiveness is a function that results from six dimensions within the company:

- a) Business; identifies the way in which strategic planning is carried out.
- b) Strategy and financial management; analyzes planning regarding financial resources.
- c) Market; analyzes the company's decisions regarding the maintenance and expansion of current markets, as well as access to new markets.

- d) Technology; identifies the relationships between technological strategy and competitive strategy.
- e) Operations Management; the way in which the company coordinates supply with equipment and human resources for the efficient manufacture of products.
- f) Computing and information technology: activities associated with the use and updating of computer equipment and programs to carry out various tasks in different areas of the organization.

These dimensions are measured in various companies; then the results of a company are compared with the average of companies analyzed. It is a useful proposal that justifies having selected these dimensions after applying the instrument in two previous investigations and coincides with Porter's proposal in three of the dimensions: marketing, technology and operations.

### **Competitiveness of white line service centers**

When change is a constant in the environment, the success of any organization lies in its ability to anticipate and adapt to changes, so it is necessary for any organization to know how and to what extent the evolution of the market will affect the company. Even more important is knowing how to react quickly to these changes. Identify the threats and opportunities to establish the guidelines that will allow the company to take advantage of any situation.

It is here where marketing and strategic management provide us with concepts and tools to guide management through the unstable and adverse paths of competition for market share.

Benchmarking consists of measuring and analyzing the performance of activities and operations, not only in absolute terms, but in relation to competitors. Therefore, the company's processes must be contrasted with the processes of the best within its sector. But it is still possible to go further, comparing not only with direct competitors, but also with indirect or circumstantial competitors, and with other companies that may not be competitors, but present common processes. (Soret los Santos, 1999)



### **Importance of competitiveness in the COVID-19 pandemic**

Currently, organizations are very concerned about obtaining a competitive advantage by improving process standards, in order to have a capacity to respond to the changing environment.

Based on Ferraz, Kupfer and Haguenaer (1996), competitiveness can be defined as the ability of a company to create and implement competitive strategies and maintain or increase its product share in the market in a sustainable manner. These capabilities are related to various factors, controlled or not by the companies, ranging from the technical training of personnel and managerial-administrative processes to public policies, the supply of infrastructure and the peculiarities of demand and supply.

The importance of competitiveness can be seen in its positive relationship with long-term economic growth. A country can be considered competitive when it manages to manage its resources and skills.

Referring to a standard definition of the European Union (2001), competitiveness, at a regional and national level, is the capacity of a given country or region to generate higher rates of growth and employment in a sustainable manner.

### **Advantages of competitiveness in the face of the COVID-19 pandemic**

The emergence of COVID-19 made all companies realize that they needed to adapt to the new environmental conditions.

Organizations had to adapt in order not to lose customers and profits, some actions are the following: increase the speed of their decision making, through better productivity, the use of technology and accelerating the scope and scale of their innovation.

Organizations had to get together in order not to lose customers and profits, some actions are the following: increase the speed of their decision making, through better productivity, the use of technology and accelerating the scope and scale of their innovation.

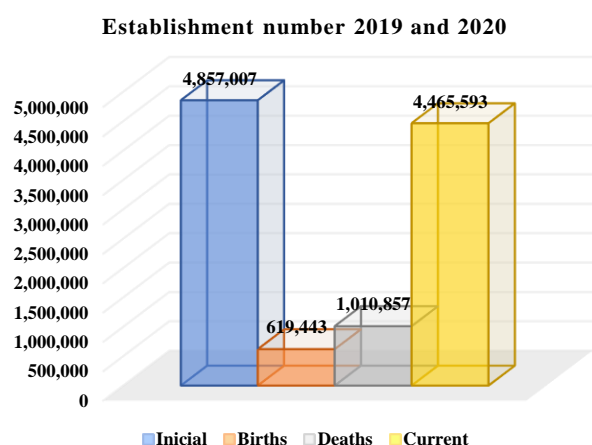
1. Quick and concise decision making: The pandemic showed us that it is possible to make decisions faster without breaking the business.
2. The proper use of technology: There is a great variety of applications as a tool to approach despite the distance.
3. New strategies: find solutions together in having quick answers.
4. Respond quickly to emerging challenges and opportunities: Create
5. team network dynamics.
6. Work on a clear goal of focus.
7. The combination of face-to-face work with virtual work increases the productivity of the organization.
8. Benefits at the organizational level, due to cost reduction.

COVID-19 has become a permanent challenge in the many paradigms used by medium-sized companies to strengthen business competitiveness.

### **Competitiveness index results in the context of the COVID-2019 pandemic.**

México has in the INEGI a responsible, reliable and solid institution for the generation of information on demographic, social, economic and environmental phenomena and their relationship with the national territory.

The EDN 2020 has the purpose of identifying the changes that the set of micro, small and medium economic units of the country that develop economic activities in the manufacturing, commercial and non-financial private services sectors have had, 17 months after the conclusion of the Economic Censuses 2019, to know its demographic situation, distinguishing the establishments that have started activities in the period from May 2019 to September 2020, those that closed definitively in that same period and those that continue to operate, in the context of the pandemic by COVID-19, shown in Figure 1.



**Graphic 1** Visited businesses, percentage variation - 8.06%

Source: EDN (2020)

The confinement measures forced the businesses to pause their activities and even to close permanently, but it also became an opportunity for growth in the competitiveness of reconversion of many economic activities to adapt to new needs and trends

Actions or measures taken by the establishments in the face of the health contingency due to COVID-19.

- Problems faced by establishments (closure, changes in staff)
- Sources and use of financing
- Measures and actions implemented to face the economic impact of the pandemic

### IDB competitiveness map

The IDB Competitiveness Map instrument is a questionnaire consisting of 145 questions divided into eight factors. The reliability of the measurement instrument was calculated with Cronbach's Alpha, resulting in a 91% reliability. A summary of it is presented in Table 1.

Competitiveness Map.	
Area	Sub-areas
<b>Strategic Areas</b>	Strategic planning processes. Strategy implementation.
<b>Production and operations</b>	Planning, capacity, maintenance, research and development.
<b>Quality assurance</b>	Quality philosophy. Quality standards. Established technical standards. Comparison of the product or service with the needs of the client. Identification and correction of defects.
<b>Commercialization</b>	Marketing, sales, service and distribution.
<b>Accounting and Finance</b>	Cost and accounting
<b>Human capital</b>	General aspects of personnel, organizational culture, industrial health and safety.
<b>Environmental management</b>	Company environmental policy, strategy and awareness.
<b>Information system</b>	System planning, inputs, processes and outputs.

**Table 1** Map of competitiveness

Source: Own contribution 2021, Based on Martínez and Álvarez (2006)

### Methodology

The main objective of this research is to analyze the current situation of the COVID-19 context, in relation to the competitiveness of authorized white line service centers.

The need for entrepreneurs to see beyond, to seek new competitive strategies within the reach of new technologies, to be clear about the cause and effect of the impact generated by the COVID-19 crisis on business activity, has generated the analysis of parameters based on in a measurement instrument that consists of 10 elements that reflect the importance of competitiveness in the COVID-19 environment.

### Analysis of results

Based on the information obtained by the instrument that was applied in the medium-sized white line service centers, the results shown in Table 2 were obtained, referring to the context variables as they affect competitiveness as a result of the COVID-19 environment. 19.

CONTEXT VARIABLES	Response frequency.				
	Never	Rarely	Regular-mind	Almost always	Always
Politics	9	1	1	0	0
Economic	0	4	2	2	2
Environmental	1	2	5	1	1
technological	0	0	1	6	3
Cultural	7	1	2	0	0
Society	0	2	2	3	3

**Table 2** Frequency of the variables of the context of the white line center

Source: own contribution 2021

Element	TIEP (Integral Productivity Evaluation Technique)															P/S	P/C				
	Economic Variable			Political Variable			Environmental Variable			Cultural Variable			Technological Variable					Social variable			
	P	E	P	P	E	P	P	E	P	P	E	P	P	E	P			P	E	P	
1. Conceptual approach of the company																				9.17	0.91
2. Process knowledge																				8.33	0.75
3. Social scope of the organization																				7.67	0.78
4. Administración de la planeación																				8.17	0.78
5. Management involvement																				8.67	0.87
6. Creativity and organizational innovation																				8.33	1.00
7. Knowledge of the client(s)																				8.67	0.97
8. Technological development																				9.17	0.97
9. Macroeconomic knowledge																				9.33	0.79
10. Comprehensive development of human resources																				8.00	0.77

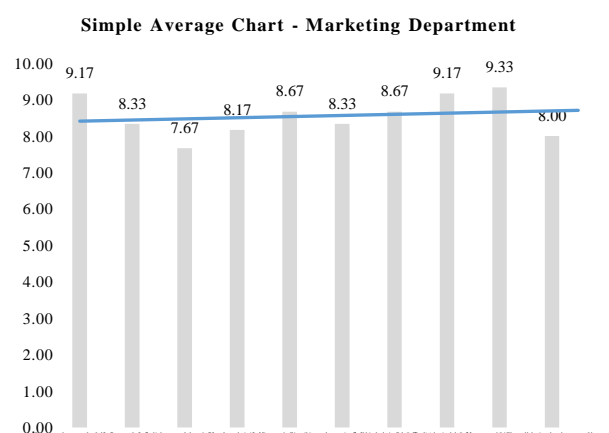
**Table 3** Aspects of the measuring instrument

Source: Own contribution 2021

Table 3 shows the evaluated elements of the responses collected.

The instrument was applied to 5 authorized white line service centers, which consisted of a questionnaire of 2 to 3 questions per element to 5 areas classified as priority.

Within the results obtained from the instrument applied to the collaborators, the results shown in graphic 2 were obtained.



**Graphic 2** Measurement elements

Source: Own contribution 2021

The results generated from the study of competitiveness in white line service centers, it is observed that all dimensions have low levels of competitiveness; however, this increases in the dimension of macroeconomic knowledge, technological development and conceptual approach, which suggests that companies do not have established comprehensive systems for determination or the social sphere.

Despite the COVID-19 context, competitiveness is sufficient to make decisions in the short, medium and long term of the other elements mentioned in (graph 2), knowledge of processes, planning administration, management participation, creativity and innovation. , knowledge of customers, among others.

Within this dimension, the questions related to competitiveness indicate that companies have a significant margin in their application of white line service centers.

**Conclusions**

The purpose of this article was the documentary analysis of the strategies of the medium-sized companies of the white line service centers that the organizations have implemented in the face of the COVID-19 pandemic, based on the increase in competitiveness.

The method used was the quantitative approach of descriptive scope through observation and application of the instrument that allowed studying the concepts in which the research was framed, such as: competitive strategies of white line service centers in the context of COVID-19.

The elements were detailed directly and indirectly, but directing the study information, in such a way that it was clearer when addressing each of the measurement elements.

In the analysis of the results, it is disclosed in specific areas of the organizations that have been impacted by the pandemic in specific sectors and what were the most implemented strategies to increase competitiveness and face the negative impact in terms of productivity and economy.

As for the white line service centers, they must carry out constant updates of strategies to face COVID-19 and focus them on business competitiveness.

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## Directed leadership as an alternative style in era of crisis

### Liderazgo dirigido como estilo alternativo en época de crisis

QUIJANO-GARCÍA, Román†\*, PATRÓN-CORTÉS, Roger, GUILLERMO-CHUC, Giselle and MEDINA-BLUM, Fernando

*Universidad Autónoma de Campeche, Facultad de Contaduría y Administración. Campeche. México.*

ID 1<sup>st</sup> Author: *Román, Quijano-García* / ORC ID: 0000-0001-7316-1997, Researcher ID Thomson: G: 6014-2018

ID 1<sup>st</sup> Co-author: *Roger, Patrón-Cortés* / ORC ID: 0000-0003-4553-9803

ID 2<sup>nd</sup> Co-author: *Giselle, Guillermo-Chuc* / ORC ID: 0000-0002-7748-4731, Researcher ID Thomson: AAA: 5907-2022

ID 3<sup>rd</sup> Co-author: *Fernando, Medina-Blum* / ORC ID: 0000-0001-6532-0871, Researcher ID Thomson: M-1632-2017

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#### Abstract

Organizational results are achieved through teamwork, which requires effective leadership to carry out negotiations and materialize business goals, decision-makers generally knew the internal and external factors that affected their operations until the COVID-19 pandemic break out, which made them to reformulate strategies to survive in the business market and redefine medium and long-term objectives, in this sense, the leader also needs to reevaluate his actions considering the best outcome for the company and its staff, accrediting his plans with positive actions and results, therefore, the main objective of this research is to identify the presence of the leadership style defined as Directed, which is based on a shared vision with the collaborators about the future. The results of this descriptive study with a non-experimental transversal design, denote the presence of the Directed Leadership dimensions in the MSMEs that were analyzed, however, the resulting statistical reference values indicate that the actions that serve as examples for collaborators should be reinforced, as well as a reevaluation of the way in which their processes for innovation are developed.

#### Resumen

Los resultados organizacionales se logran mediante el trabajo en equipo, que requiere de un liderazgo efectivo que concrete negociaciones y materialice las metas empresariales, los responsables de la toma de decisiones generalmente conocían los factores internos y externos que incidían en sus operaciones hasta antes de la pandemia COVID-19, la cual obligó a replantear estrategias para sobrevivir en el mercado empresarial y redefinir los objetivos de mediano y largo plazo, en este sentido también el líder requiere un replanteamiento de sus acciones en favor de la empresa y sus actores, acreditando sus planes con acciones y resultados positivos; por lo tanto el objetivo principal de este trabajo es identificar la presencia del estilo de liderazgo al que se denominó Dirigido y que se basa en una visión compartida del futuro con los colaboradores. Mediante un estudio de tipo descriptivo con diseño no experimental transversal, se obtuvieron resultados que denotan la presencia de las dimensiones del Liderazgo Dirigido en las mipymes estudiadas, sin embargo, los valores estadísticos de referencia obtenidos indican que debe reforzarse las acciones que sirven de ejemplo a los seguidores, así como adecuar la forma en que se desarrollan los procesos para su innovación.

#### Leadership Styles, Construction Sector, Innovation

#### Estilos de liderazgo, Sector construcción, Innovación

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\* Correspondence to the author (E-mail: rq6715@hotmail.com)

† Researcher contributing first author.

## Introduction

The change in the social and economic scenario caused by the COVID-19 pandemic, forces those responsible for the future of any type of organization to rethink the administrative and operational strategies that were originally designed and implemented and that must be evaluated to determine whether they allow companies to survive in what has been called the "new normal". This public health problem affects any type of entity regardless of the economic market in which it participates and has led to the formulation of studies of various kinds to measure its impact, such as the one developed by Félix and García (2020), referring to the tourism sector in Ecuador, where they studied the crisis in the sector caused by COVID-19 and which is reflected in low hotel occupancy and demand for services in general, resulting in economic losses and non-payment of loans acquired before the contingency. To mitigate the effects, tourism companies reduced the prices of the services offered and increased promotions in social networks and online marketing media as channels of access to customers.

The communication sector in Zaragoza, Spain has also felt the effects of COVID-19 (Bandrés, et. al, 2021), and to reduce the impact on their business model, they have assumed a high degree of positivism in the face of this crisis, adapting quickly to a new changing and flexible organization for an uncertain environment; therefore, their strategy is based on a digital transformation to which their internal and external communication models were also adapted. Ruiz et. al (2022) consider that in this new scenario, a remote leadership is necessary for the effective management of work teams in times of pandemic, which requires coordinating schedules and distant geographical locations and in turn an effective conflict resolution.

In the restaurant sector, Sanchez and Nava (2020) used the theory of punctuated equilibrium to establish the changes in the new needs of customers, which also influences the perspective of the SMEs participating in the market, which should be oriented to innovation. Companies in Neiva, Colombia consider that having strategies that provide adequate financing is essential to support operations and thus provide the goods and services demanded by customers, with the support of the government, which can develop fiscal stimuli that contribute to economic recovery and prevent companies from continuing to declare bankruptcy (Guevara and Rojas, 2020).

In Mexico, one of the economic sectors with the greatest negative impact derived from COVID-19 is the construction sector, which contributes to the countries' Gross Domestic Product and is characterized by employing the population with the least academic preparation, therefore companies require new strategies that allow them to carry out their technical, financial, legal and administrative operations to remain in the sector, under a future-oriented leadership that allows them to survive in a constantly evolving and highly competitive market.

The federal government through Mexico's National Development Plan (2019-2024), gives a preponderant place to the construction industry through its general axis "Economic Development" and objective 3.6 which proposes to boost productive and service activities through infrastructure and communication works for the transportation of goods and services; through a safe and efficient road network, with a multimodal approach that facilitates industrial corridors the distribution of products with adequate communication routes (PND, 2019-2024).

In the state of Campeche, where the participating population is located, the Development Plan 2021-2027, contemplates through the lines of action of strategy 2 of strategic objective 5 of Mission 4 "Economic development with a vision for the future" a strategic management for connectivity, which favors the mobility of passengers and commercial exchange; to this end, we intend to develop infrastructure and equipment in the state's ports, coordinate actions to optimize the highway network, improve airport infrastructure and services, and promote the integral use of the construction of the Mayan Train, which we consider an economic trigger at the state and regional level.

Considering the problems of the construction sector, the objectives of the study are: a) To establish if directed leadership is present in the managers of the SMEs of the construction sector in the city of Campeche, b) To evaluate the incidence of the sociodemographic factors and the administrative profile of the organizations, in the dimensions of directed leadership and b) To determine the dimension of directed leadership that prevails in the directive body of the participating SMEs.

### **Theoretical framework**

Pedraja and Rodriguez (2008) evaluated this link in Chilean SMEs and found that these have a positive impact on the acquisition and generation of knowledge based on a sense of direction that contributes to its transmission and the evaluation of the business strategies developed; it has also established its influence on organizational culture and the inherent relationship with innovation and business competitiveness whose interaction is ultimately reflected in the effectiveness of enterprises (Rodriguez, 2010).

According to Contreras and Castro (2013), leadership is the result of the organization's operability and it is necessary to understand how the power it represents, influences among followers-collaborators who trust the person who makes decisions to guide them to a shared business future and strengthens organizational commitment.

One of the most widely used instruments for the study of leadership and its transformational and transactional styles is the one designed by Kouzes and Posner (2003), who structured the questionnaire called Inventory of Leadership Practices (IPL), made up of thirty items grouped into five dimensions. When the leader challenges processes, inspires a shared vision of the future and is congruent between what he says and what he does in the organization, he will be in the presence of a transformational style and if he positively stimulates the followers, then his leadership practice is transactional.

The need for effective leadership does not establish geographical limitations since it is only characterized by motivating, inspiring and intellectually stimulating the collaborators of the companies. In Venezuela Loaiza and Pirela (2015), studied the leadership style in the educational and industrial sectors and their results demonstrate the need for leaders who raise the competitiveness of their organizations to remain and develop within the sector where they operate.

Parra et. al (2021) analyzed the relationship between organizational climate and leadership in the hotel sector in Cartagena Colombia, highlighting that the predominant style in the studied population is authoritarian and closed, which does not generate effectiveness in the actions developed nor favors the commitment, participation and satisfaction of the collaborators, which produces a feeling of tension in the organizational climate and affects the processes of providing the service expected by the customer. Romero (2022), who further discusses the leadership style in public service organizations, points out that transformational leadership has an impact on work teams if the leader carries out actions and develops strategies to promote communication and intellectual stimulation, instead of only promoting productivity that does not favor the achievement of long-term objectives.

Arias (2021) analyzed the transformational, transactional and laissez faire leadership styles and the levels of engagement (levels of dedication, vigor and work concentration) presented by executives in the financial sector, considering analysts from Arequipa as the population.

Their results showed that the style with the greatest presence in these work teams is transactional, since the functions entrusted tend to the achievement of supervised goals for the progress of the projected results; on the contrary, if the leader does not carry out actions for the reinforcement of the decisions and achievements of the objectives, the collaborators present lower levels of concentration and dedication when detecting that the leader does not take responsibility for the group or execute decisions by initiative.

The quantitative analysis of leadership factors in the public relations and communication sector in Spain was addressed by Moreno et. al (2014), aiming to identify the relationship between the development of communication professionals, their beliefs and perceptions regarding the dimensions of leadership; finding that professionals in the sector consider that the leader must face the main challenges of organizations by participating in strategic decisions, which does not affect the gender of the leader and that they have higher expectations of learning from leaders who perform excellently at work than from university educational programs.

In Mexico, studies have also been carried out to identify the styles exercised by organizational leaders and their impact on organizational results in various economic sectors, such as the one developed by Robles et. al (2008), who analyzed their dimensions in industrial SMEs in the state of Tamaulipas and concluded that the population studied needs to innovate its operational and administrative processes, which even implies delegating functions and sharing power. In the case of the service sector, the transformational style prevails, since the decision makers are characterized by being congruent in carrying out what they propose for the future of the companies (Vázquez and Pedraza, 2014).

When investigating on the perception that managers of SMEs have about leadership and their styles Padilla, et. al (2011) and Cárdenas, et. al (2014), considered as population the SMEs in the state of Colima and used as an instrument the Leadership Practices Inventory, the results obtained indicate that managers have developed an impersonal style that does not favor them to be perceived as leaders and to guide the future of organizations, as they still require greater commitment and responsibility to adequately structure their operational and administrative areas for the achievement of objectives.

Ofori and Toor (2012), consider that effective leadership promotes the use of technology for business processes, implementation of policies and standards for the construction industry and raises the productivity of companies belonging to the sector; which is reflected in the infrastructure projects developed in countries with emerging economies and provides welfare to society. Regarding the Yugoslavian construction sector, Petrovic (2002), investigated the leadership styles developed in companies in the face of the change of economic model that demands new forms of management for the achievement of higher profits, demonstrating that the adaptation and dynamism with which it is carried out are characteristics that companies can develop to remain and evolve in the face of the changes of economic paradigm.

A factor that affects the performance of the construction sector is the high rate of occupational accidents and an adequate management in the issue of safety and hygiene by the leaders contributes to raise the productivity of operational collaborators (Wu et. al 2017), a similar situation was analyzed by Torres (2018) in the Colombian territory when evaluating the management of human talent and the factors that affect their level of well-being, identifying that operational insecurity interferes in the performance of the work teams that execute the works.



Adaptive leadership was studied by Newton (2008), as an alternative to reduce the confusion between the concepts of leadership and management in the face of the social and environmental problems faced by the construction market; his results demonstrate the need for a personal change that influences the teams of collaborators and favors the generation of added value for the sector.

Quantum leadership as an innovative strategy in private companies was analyzed by Portillo and Buitrago (2015) in the Latin American region considering that, if a leader positively orients his energy in synergy with that of the collaborators, it is possible to materialize the goals proposed for the organization achieving a productive and innovative business management, the authors consider that a quantum leader does not seek protagonism since his interest is to contribute to the proposed business objectives with a humble attitude away from self-congratulation.

The construct of Directed Leadership (LD) considered for this study is based on a subscale of the transformational style of the Kouzes and Posner practices model, based on the theories of the Traits and skills of a leader (Stodgill, 1950), and House's Path - goal, (1971); to identify the attitudes necessary in a leader who shares the business future with the organization's collaborators (Quijano and Magaña, 2021).

**Methodology**

The study developed is descriptive by obtaining information at a single time, on the dimensions of leadership directed in the natural administrative context of the participants and without any type of intervention so its design is non-experimental cross-sectional. To obtain quantitative information, fieldwork was used as a method and the survey as a technique (Hernández, et. al 2018).

The population studied consisted of MSMEs in the construction sector in the city of Campeche, classified within the communications and transportation subsector according to the census of the state delegation of the Mexican Chamber of the Construction Industry. All 87 affiliates of the subsector were invited to participate in the study, of which 80 accepted, representing 91% of the identified population.

The construction sector is characterized by providing employment to the economically active population with less academic preparation and fewer job opportunities, and by its contribution to the state's GDP.

The survey used to generate information was designed by Quijano and Magaña (2021), who determined its psychometric properties to measure leadership practices in the construction sector and was derived from the dimensions of the Inventory of Leadership Practices (IPL) designed by Kouzes and Posner (2003). The instrument is related to the research objectives by allowing the identification of whether the managed leadership style is present in the population studied and the possible incidence of sociodemographic factors on it. The definitions of the instrument are described in Table 1.

Dimension	Operational Definition	Reactives
Guiding the way	Self-perception of the leader serving as an example of behavior consistent with organizational values.	1. I clearly communicate the positive outlook for the future of our organization.
		2. I lead by example in all my activities.
		3. I look ahead and visualize what I hope our future will look like.
		4. I am consistent with how I act and what I think about what the job should be.
		5. I question to improve how we do things in the organization.
Shared vision	Self-perception of the leader creating and sharing a positive vision of the future that appeals to members of the organization.	6. I am very clear about my own philosophy about leadership.
		7. I look for innovative ways to improve what we do in our organization.
		8. I describe to others the future I would like us to build together.
		9. I look for challenging opportunities that test my skills.

**Table 1** Definitions of the survey applied to the managers of the MSMEs in the road sub-sector  
*Source: Own elaboration with information from Quijano and Magaña (2021)*

The questionnaire considers a Likert scale score and an initial section to obtain socio-demographic information on the manager and the administrative profile of the company. Questionnaires were administered in person and electronically to the administrative leaders of the construction companies with an average duration of 20 minutes in the face-to-face cases.

To establish the validity of the questionnaire, the authors used the method of expert judgment on the subject of leadership and the reliability (Table 2) was determined by calculating Cronbach's alpha coefficient:

Dimension	Number of items	Cronbach's alpha
General	80	.691
Guiding the way	5	.680
Shared vision	4	.631

**Table 2** Reliability of the instrument administered to the managers of the participating MSMEs

According to certain standards, the parameters obtained in general and by dimension may seem low, but considering Kerlinger (2002), it is possible that these values are affected by the number of items that make up the instrument and the number of subjects participating in the study, which in this particular case, nine items were considered for the two dimensions and 80 respondents, which may cause an error due to chance or the individual's interpretation of the item.

## Results

The sociodemographic profile of the managers interviewed shows that the age range with the highest frequency is 53 years and older (55%), with a predominant marital status of married (65%), followed by divorced (21%) and single (14%). Forty-four percent have a bachelor's degree from private institutions and have accumulated business experience, mostly between 2 and 9 years (46%), which indicates that they started their activities when they were young in the sector.

All the interviewees confirm that they are 100% involved in the administration of the companies, with the position of owner and general manager, and belong to the male gender, which is a characteristic of the construction sector.

The main challenges they face as entrepreneurs are contributing to the region's economy (39%), obtaining financial profits for their companies (37%), and generating more jobs (26%).

Among the main elements of the business profile is that the predominant type of legal ownership is family companies (36%), and they provide employment to a range of between 32 and 53 employees (67%). The competitive level of the organizations is considered good (45%) and 26% believe that they need to improve a lot in this aspect; the main competitive advantage is the quality of the road construction services (38%), followed by the specialized type of service (33%). Among the quality policies implemented, they mention the timely delivery of contracted works (24%), the promotion of an active and participative work environment for workers that generates benefits for all the actors involved in the business dynamics (workers, suppliers and clients) (22%); the above based on effective communication between companies (28%).

On the other hand, most of the respondents do not consider that the benefits obtained from the agreements between the state government and the federal level are the best (70%), although they have good relations with the government sector, which is the main client for this subsector (81%) (Tables 3 and 4).

	Competitive level		Governmental agreements	
	Frequency	%	Frequency	%
Good	23	29	24	30
Fair	36	45	28	35
Bad	21	26	28	35
	80	100	80	100

**Table 3** Competitiveness of MSMEs in the communications and transportation subsector

	Relationship with government sector		Relationship with the private sector		Relationship with social sector	
	Frequency	%	Frequency	%	Frequency	%
Good	65	81	68	85	45	56
Fair	15	19	12	15	24	30
Bad	0	0	0	0	11	14
	80	100	80	100	80	100

**Table 4** Business relationships of MSMEs in the communications and transport subsector

To face the most difficult obstacles in daily operations, such as increasing competitiveness (22%) and competition in the sector (17%), entrepreneurs apply strategies such as: greater promotion of services (26%), improving internal and external business communication, and applying better quality systems (20%). This was forged through business values such as transparency in administrative management (23%), professionalism and efficiency in work (21%) and respect, initiative and creativity towards collaborators (17%). In the case of construction companies with family origins, they report an excellent company-family relationship (37%), provided that they manage to combine the two spheres (26%).

The mean and standard deviation of the two dimensions of the questionnaire were determined in order to establish the items closest to and farthest from the assigned values and to evaluate the level of dispersion of the responses (Table 5).

Dimension	N	Minimum value	Maximum value	Mean	Standard deviation
Guiding the way	80	1	4	2.77	2.07
Shared vision	80	2	4	2.36	2.09

**Table 5** Descriptive statistics of the dimensions of managed leadership

In order to consider the means as a measure of the intensity present in the directed leadership practices, three levels were established: a) low, for means between 0 and 1.3, b) moderate, those between 1.4 and 2.7 and c) high for cases with values between 2.8 and 4. For the two dimensions, it was observed that the measure of intensity is moderate and the highest mean corresponds to the dimension "leading the way", which indicates that the leaders of the population studied are congruent in carrying out what they preach with a shared entrepreneurial vision that includes the collaborators (Table 6).

Reactive	Minimum	Maximum	Mean	Standard deviation
I clearly communicate the positive outlook for the future of our organization.	1	4	2.88	.891
I lead by example in all my activities.	2	4	2.98	.595
I look ahead and visualize what I hope our future will look like.	1	4	2.73	.763
I am consistent with how I act and what I think about what the job should be.	2	4	2.93	.776
I question to improve the way we do things in the organization.	1	4	2.36	.984

**Table 6** Descriptive statistics of the dimension "leading the way"

The dimension "shared vision" presents the lowest mean and the greatest dispersion in its responses, which allows inferring that leaders require skills that allow them to face the challenge of innovation in their organizations, (Table 7).

Reactive	Minimum	Maximum	Mean	Standard deviation
I am very clear about my own philosophy on leadership.	1	4	2.48	1.018
Busco maneras I look for innovative ways to improve what we do in our organization.	1	4	2.16	.803
I describe to others the future I would like to build together.	1	4	2.46	.913
I look for challenging opportunities that test my skills.	1	4	2.34	1.006

**Table 7** Descriptive statistics relating to the shared vision dimension

Significant statistical differences between population groups were identified by ANOVA with respect to the level of studies, which allows us to consider that an adequate academic training of the leader influences the leadership style exercised in the population studied; in the case of independent data, Student's t-test did not show significant differences between the dimensions of directed leadership and the sociodemographic aspects of the managers.

An indicator was developed to facilitate the evaluation of the presence of the leadership style studied, which was called the Index of Directed Leadership (ILD). It was formulated by adding the values assigned by the companies to the items designed for the dimensions Guiding the way and Shared vision, and dividing them by 20 and 16 respectively, which correspond to the maximum value that each company could obtain by multiplying the number of items of each dimension by 4, and the result was multiplied by 100.

Subsector	Number of surveys	Dimension Guiding the way (%)	Dimension Shared vision (%)	Overall Index of Guided Leadership (%)
Communication and transportation	80	69	59	65
Note: ILD= Reflects the entrepreneur's vision of the future shared with the organization's collaborators				

**Table 8** Index of Directed Leadership (ILD)  
*Source: Own elaboration based on the results of the questionnaires*

**Discussion and conclusions**

Leadership is a determining factor in the course of organizations, and business decisions derived from the style exercised, are reflected in various aspects such as communication which is part of the strategies used by the population studied to face the problems inherent to the activity such as competition and relations with the government as the main client, which coincides with Moreno et. al (2014 and Bandrés et. al (2021), who suggest developing high levels of positivism to face crises in organizations such as the one originated by Covid-19 and which is currently present in all human activity.

Obtaining financial profits is one of the objectives declared as fundamental for the managers surveyed and an adequate leadership style directs the results towards reducing costs and increasing income, preventing the negative impact of external factors such as Covid-19, which does not originate from business decisions but which has increased financing needs (Guevara and Rojas 2020).

The directed leadership style analyzed in this work, has a moderate presence in the population studied, since its reference data does not indicate a personal leadership style that favors and guides the future of the construction companies, which coincides with what was studied by Cárdenas et. al (2014) and denotes the need for a personal change as Newton (2008) foresees, which influences the teams of collaborators that the organization has. Additionally, they must redesign strategies that are linked to the collaborators in order to materialize in a positive way the company's goals by clearly communicating the future outlined for all the organization's stakeholders (Portillo and Buitrago, 2015).

The managers of the participating companies consider themselves congruent between their way of thinking and acting, however, they require overcoming obstacles through opportunities that demonstrate their skills to lead the companies and that inspire the collaborators and stimulate them intellectually to promote competitiveness and permanence in the sector, (Loaiza and Pirela, 2015).

One of the objectives of the present study is to establish if the Directed Leadership style has presence in the surveyed population which can be affirmed, but it is necessary that those responsible for the future of these companies redesign their strategies, involve collaborators and orient their efforts towards an innovative future to face the current onslaught of the health contingency that is deriving in financial crisis for the public and private sectors.

The data obtained indicate that the sociodemographic and business profiles do not have a significant impact on the leadership exercised by managers, which opens the possibility that it is personality and other factors such as culture and power that define the style currently developed. The two dimensions of Directed Leadership: guiding the way and shared vision are present among the managers of the companies studied, but raising the intensity of each dimension requires a personal questioning of the way in which processes are being developed and conflicts are resolved; in addition to conceptualizing the philosophy of leadership to understand the need to innovate in various aspects such as integration of work teams, effective communication, synergy and new ways of conducting negotiations.

This work starts from transformational leadership towards a directed style, which focuses on a self-perception of the leader and his behavior coherent with the organizational values and a positive vision shared with the members of the company; therefore new lines of research can be oriented to identify those own or external factors of the personality that affect the congruence of the behavior of the decision-makers and that are reflected in the financial results and positioning of the organizations, creating an atmosphere of uncertainty among the followers-collaborators.

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## Study on the Manager's perception of the current training strategies used by the service window of banking companies in Ciudad Obregón, Sonora, to improve their individual performance

### Estudio sobre la percepción del gerente de las estrategias actuales de capacitación que utiliza la ventanilla de atención de las empresas bancarias de Ciudad Obregón, Sonora, para mejorar su desempeño individual

GÁMEZ-FLORES, Alba Daniela†, VASQUEZ-TORRES, María de Carmen, CANO-CARRASCO, Adolfo and FORNÉS-RIVERA, René Daniel

*Instituto Tecnológico de Sonora, Mexico.*

ID 1<sup>st</sup> Author: *Alba Daniela, Gámez-Flores* / ORC ID: 0000-0002-9515-1404, arXiv Author ID: MQS4FO-4G7M68

ID 1<sup>st</sup> Co-author: *María del Carmen, Vasquez-Torres* / ORC ID: 0000-0003-0938-4955, Researcher ID Thomson: X-2104-2018, CVU CONACYT ID: 286266

ID 2<sup>nd</sup> Co-author: *Adolfo, Cano-Carrasco* / ORC ID: 0000-0002-3392-3667, Researcher ID Thomson: G-5035-2018, arXiv ID Author: adolfo.cano, CVU CONACYT ID: 266064

ID 3<sup>rd</sup> Coauthor: *René Daniel, Fornés-Rivera* / ORC ID: 0000-0002-7438-0056, Researcher ID Thomson: G-3906-2018, arXiv ID Author: rene\_fornes, CVU CONACYT ID: 280435

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#### Abstract

Objective. To identify, through the manager's perception, the different current training strategies used by the service window operations area in the banking service companies of Ciudad Obregón, Sonora, to improve individual performance.

Methodology. It is a non-participatory field research (Munch & Angles, 2009), descriptive, transversal and quantitative (Hernández Sampieri, Fernández Collado, & Baptista Lucio, 2006). A questionnaire was designed, with a five-point Likert scale response option; it was divided into sociodemographic characteristics, questions about training and current strategies, such as e-learning, e-training and cloud of the service window operations area. Cajeme has 23 banking institutions, so I decided to carry out a census, interviewing 21 managers, because one no longer exists and the other one did not agree to participate in the study.

Contribution. Nowadays the world is globalized; therefore, times, distances, and monetary resources can be optimized. It is evident if one works with current strategies, because through them, many people can be trained, from different places simultaneously, without the need to leave their work places.

**Training, Individual performance, Banking services**

#### Resumen

Objetivo. Identificar, a través de la percepción del gerente, las diferentes estrategias actuales de capacitación que utiliza el área de operaciones de ventanilla de servicio en las empresas de servicios bancarios de Ciudad Obregón, Sonora, para mejorar el desempeño individual.

Metodología. Es una investigación de campo no participativa (Munch & Angles, 2009), descriptiva, transversal y cuantitativa (Hernández Sampieri, Fernández Collado, & Baptista Lucio, 2006). Se diseñó un cuestionario, con opción de respuesta en escala Likert de cinco puntos; se dividió en características sociodemográficas, preguntas sobre capacitación y estrategias actuales, como e-learning, e-training y nube del área de operaciones de la ventanilla de atención. Cajeme cuenta con 23 instituciones bancarias, por lo que decidí realizar un censo, entrevistando a 21 gerentes, porque uno ya no existe y el otro no aceptó participar en el estudio.

Contribución. Hoy en día el mundo está globalizado, por lo que se pueden optimizar los tiempos, las distancias y los recursos monetarios. Esto es evidente si se trabaja con las estrategias actuales, ya que a través de ellas se puede capacitar a muchas personas, desde diferentes lugares simultáneamente, sin necesidad de abandonar sus lugares de trabajo.

**Formación, Rendimiento individual, Servicios bancarios**

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† Researcher contributing first author.



## Introduction

Nowadays in Mexico, training has been considered a factor that allows the development of companies within a plan with strategies, which purpose is to improve to be able to position within the market. To achieve the training, different strategies can be used, with the purpose of better performance of the individual within the organization.

When the industrial era arose (first half of the 18th century), there were several industrial schools whose purpose was to convey knowledge of working methods and procedures, in the shortest possible time. Already in our century, training had had a great development. In the year 1970 in Mexico, the Federal Labor Law established the obligation of companies to train their employees, and by 1977 job training became a right for the worker (Silíceo, 2006). In Mexico (from 1876 to 1911), there were day laborers who had the ability to employ other artisans, who in turn had apprentices under their command; after completing a certain period they became master craftsmen. Industrialization and development in Mexico did not evolve as fast as in other parts of the world. Slavery and exploitation of workers lasted for a long time, and the apprenticeship system, which would include parent-child apprenticeship, existed for quite some time. Later, with the development and improvement of technology, they saw the need to replace the apprenticeship system with one that would satisfy a greater demand for qualified human resources. It was then, when the training for the worker acquired a more formal and complex character (Reynoso, 2007).

With the growth of industries, training was acquiring greater importance, since it went from the period in which one secret was shared within the process, to the stage of a systematization of teaching. As a result, a new form of training is born, symbolized by industrial schools (Degrees, 2016).

Referring now to service institutions, in this case specifically to banking, a little of their history in Mexico will be described below:

In the mid-nineteenth century, the financial system was in its infancy. It went through several setbacks such as the Mexican Revolution. There was a sense of confusion during the uprising of financial groups, given the lack of legislation to regulate them. By 1888, in the city of Yucatán, in the city of Chihuahua and in Mexico City (check the article) banks could be seen. The “Ley General de Instituciones de Crédito” (General Law for Credit Institutions) was issued for three banking models in the year 1897: demonstration bills with the ability to issue them, mortgage banks and banks to issue fixed asset loans. Before the revolution, there were 24 issuing banks, 2 mortgage banks and 5 banks to issue fixed asset loans. In 1917-1920, Venustiano Carranza ordered the settlement of the banks and began to confiscate their metal stocks. He was assassinated before ending the process (Ocaranza, 2010). In August 1925, the “Banco de México” (Bank of Mexico) was founded, with the banknote issuance monopoly approved in the Constitution of 1917 (Marichal). It is extremely important to train workers, since this results in a successful operation within organizations, and for this to be possible, first of all, we have to understand training as an investment for the future thus it is essential for the staff to receive an ongoing training permanently.

Although training systems in Latin America have evolved, it has not been enough for both companies and the workforce. There is a training system with low performance and little or no innovation training. And despite the fact that training transcends in some countries, there is an insight indicating that the performance of this method is low, and that the products are not relevant or timely in terms of required skills, resulting in a low impact on wages (Reynoso, 2007).

Justo (2015) mentions "we have managers who have to retrain their staff, causing a great deal of wastage. Doing this training in person can be expensive and even ineffective" (p. 1). He warned that poor worker training can generate losses of up to 70% for companies, according to a measurement by the American Society for Quality Control. "This is seen when people are walking around without really knowing how to do their jobs or are doing reprocessing, failures, among other problems, and that is something that managers fail to realize, and usually think that people are well trained" (p. 1).

Training needs in banking agencies exist when there is a gap between the requirements of a person to develop tasks and duties, and their ideally future skills. The DNC (Training Needs Diagnosis) is the tool to determine if training is required to narrow the gap. The determination of training needs in banking agencies is essential for the improvement of the organization (López, 2014).

On the other hand, Online Training has had its own peculiarities (Gamelearn), allowing to limit the success of training in organizations. A series of problems that this type of training has dealt with are described below:

Online training is boring; Has technical difficulties; The staff is not aware that the course exists; There is no time for training; Workers need to talk to people; They cannot practice; The quality of the courses can be mediocre; The online course does not impact my organization: there are some projects that have failed for the reason that they have failed to impact the organization.

Due to the above, the following question arises:

According to the manager's perception, what are the current training strategies used by the service window operations area of a service company in Ciudad Obregón, Sonora to improve individual performance?

Nowadays, no matter how changing training is, it has become for many companies a fundamental tool, to carry out improvement and streamline the productivity process, but also to place itself in an increasingly competitive market.

All the activities for which the training is currently made up, range from the acquisition of a motor skill, to technical knowledge, for which it is very important that the worker finds in the training process the means to be able to carry out its execution with freedom and responsibility for the good of their own fulfillment, and, consequently, the possibility of being promoted to a higher position based on their ability, demonstrating their qualifications in terms of efficiency and competence (Reynoso, 2007).

In this way, the training processes make it possible to establish and recognize future requirements, incorporate qualified workers and guarantee high-level human resources. Training has proven to be a very effective method to make people productive, its effectiveness has been demonstrated in all training programs. Programs designed to convey information and content specifically related to the job or to mimic procedural patterns should be taught. The avant-garde claim that staff will require training many times throughout their working lives. Most people enjoy the training and find it useful for their career (Souza, 2012).

The training of the personnel guarantees the updating of new knowledge in the workplace, and there are advantages related to the affective training of the organizations and how the results tend to increase the sustainability of the organizations over time. Permanent training becomes a factor that directly affects the development of companies. Although compliance with training plans requires a budget, which in most cases creates an imbalance in the organization's economy, it is of great importance and above all necessary in order to remain current in the market, since it is the only path to be able to meet the demands of customers (Jamaica, 2015).

Training must be continuous, since the financial market is constantly growing and requires professionals prepared to face the challenges it presents. If the employee does not adapt to changes, their knowledge and skills are differentiated, and this in turn can harm the profitability and credibility of the organization (Tecoloco Nicaragua, 2013).

Chiavenato (2007) mentions that according to the National Industrial Conference Board of the United States, the purpose of training is to help employees achieve the objectives of the company, by facilitating the possibility of acquiring the knowledge, practice and conduct required by the organization. In this way, the workers of the organizations in the future will have the desire to continue acquiring knowledge, in addition to not only benefit the organization to which they belong, but also their personal life.

For this reason, the training and study to be conducted is very important, since it has a direct impact on the strengthening of organizations in the region. Since it gives us different work tools and helps meet goals, competitiveness, performance, and innovation among others; all of this generates satisfaction for the worker that motivates him to strive for constant growth.

If the study is not carried out, it will not be possible to identify or carry out knowledge of the current strategies that exist today, negatively impacting the service institutions of the region.

Based on professional practical experience, it is concluded that training has a variety of purposes that must be pursued within organizations, through the personnel who are providing their services.

Therefore, the objective of the study is to identify, through the manager's perception, the different current training strategies used by the service window operations area in one of the service companies in Ciudad Obregón, Sonora for the improvement of individual performance.

## Method

A statistical census was carried out that consists on obtaining the total number of individuals through the most diverse reunion techniques (Porojmartinez, 2011). The total population of the banking institutions was 23 (information obtained from INEGI), among them one no longer exists, since it closed, and the other did not accept to participate, therefore, a total of 21 institutions remain under study.

To collect the necessary information, the task of designing a questionnaire-type instrument was undertaken, with response options on a five-point Likert scale, with a Cronbach's alpha reliability of 0.850, which was validated by three experts on the subject.

The instrument is divided into 3 sections directed to the manager:

1. Sociodemographic characteristics: through this section we can obtain personal, familiar, economic, and educational information about each of the managers.
2. Question about the training.
3. Questions regarding three current training strategies; E-Learning, E-Training and the Cloud.

The steps followed for the development of the research are described below: choosing the study subject, delimiting the subject to be studied, approval of the subject, research on the background to provide support for the investigation, elaboration of the problem statement, justification to carry out the research and objective, research on the object of study to establish the theoretical framework, search of information to design the instrument to be used, definition of characteristics and number of research subjects, implementation of the pilot test, the instrument was modified, obtaining an alpha of .850, the instrument was applied only to the managers of the institutions, obtaining results, the information obtained was integrated into a database designed in the statistical package SPSS Statistic 25 (Statistical Package for the Social Sciences), the results were analyzed and interpreted for the elaboration of the discussion; finally, the results and a series of proposals have been described for the identified problems.

## Results

The results obtained from the four sections of the investigation are presented below:

The results show that all the companies provide training to their employees in 95.24% always and almost always in 4.8%, which indicates the importance of training in customer service strategies, this fact is confirmed in the opinion of 53% of the Managers when expressing that the employees have received training in the last 6 months, however, 19% comment that only some times and 28% never received it, which highlights an area of opportunity for companies that provide these types of services.

Regarding e-learning as a training strategy, it was stated by the Managers about the virtual interaction with trainers and colleagues, expressing 57% and 4.8% of them that the interaction is always and almost always respectively achieved, however a total is achieved while 28% and 10% stated that such interaction is almost never and sometimes achieved, therefore it is undeniable that the technological resources have not been exploited to the maximum to carry out the training strategies, aspect that has been had reformulated in the current scheme derived from the protocols imposed by the health sector as a result of the COVID-19 pandemic. Additionally, the group of Managers declares 90% to be governed by rules and protocols.

Another researched aspect is the periodic evaluation of trainers that in the opinion of the Managers 62% and 5% always and almost always evaluate the trainers, while 33% do it sometimes, revealing an area of opportunity in the performance of the training process.

As for the flexibility of the training regarding the time, or place in which it is carried out, according to the opinion of the Managers, 52.4% believe that it is always adapted to the conditions of the employees while the remaining percentage (47.6 %) thinks it is carried out with the guidelines that the company manages.

Another analyzed aspect is the application of e-training to support training, they were questioned about the use of videos and educational games within the training, expressing a result more inclined to the lack of this practice, with 14% and 5% in always and almost always, the rest 81% affirm only some or almost never and never having used games to train.

Regarding the use of the Cloud as a technological resource, the Managers expressed 67% that they have never and almost never used it, while 29% and 4% use it always and sometimes. Of the companies that were evaluated, 81% of the Managers commented that they do not pay any type of license to carry out the training of their employees, while 4.8% mentioned that, on some occasions, and 14.3% always (Question 12).

The vast majority of service institutions do not train their employees through some software (67%), and for this reason 81% of banks do not pay any license to carry out their training.

After having analyzed each of the responses and observing the results, it can be concluded that the banking service institutions of Ciudad Obregón, Sonora, do not train their personnel in the service window operations area through current strategies, some of them, handle one of these characteristics, to enrich the information that is conveyed to the staff.

In the current research, we worked with three strategies to carry out the training known as E-Learning, E-Training, and the Cloud. From my point of view, and according to the research carried out, I think that the most convenient pathway for banking institutions is E-Learning, because it is practical, it can be used inside or outside the institution, at the time that best suits the needs of the staff members and it can be carried out through a PC, laptop, tablet, cell phone among others; in turn, you can be in contact with the person who is offering the topic of your interest and with the other participants who are taking it. Monetarily speaking, is the most economical method, therefore, it may be available for more institutions.

## **Discussion**

Jamaico (2015) mentions that the use of resources in training is one of the most profitable investments that an organization can make. Looking at it from an economical perspective, it is a very good investment that keeps on yielding results over the years; unfortunately, the institutions do not see it as such, that is the reason why this priority is only seen as one more expense.

Chiavenato (2007) mentions that according to the National Industrial Conference Board of the United States, the purpose of training is to help employees achieve the objectives of the company, by facilitating the possibility of acquiring the knowledge, practice and conduct required by the organization. In this way, the workers of the organizations in the future will have the desire to continue acquiring knowledge, in addition to not only benefit the organization to which they belong, but also their personal life.

The results obtained in this research are, to a certain extent, compatible with those of Reynoso (2007) who describes that in Latin America, training systems have evolved, but they have not been sufficient for the company. Despite the fact that in some countries training transcends, there is a perspective that the performance of the method is poor. Current training strategies are means that facilitate the training of employees within organizations and is not yet seen in its entirety as a resource.

Justo (2015) mentions "we have managers who have to retrain their staff, causing a great deal of wastage. Doing this training in person can be expensive and even ineffective. On the other hand, if any of the current strategies were used, these problems could be prevented and the trainer would not have to be constantly training his staff, since the employee could self-train the necessary times, at the time, or in the place he wishes.

Souza (2012) mentions that training allows the establishment and recognition of future requirements, the incorporation of qualified workers and the guarantee of high-level human resources. Training has proven to be a very effective method to make people more productive, its effectiveness has been demonstrated in all training programs. The avant-garde claim that staff will require training many times throughout their working lives. Most people enjoy the training and find it useful for their career. Training is an important factor for individual performance to develop in a responsible manner, and in turn, contribute to greater productivity within the organization. Training must be a constant process that seeks the efficiency of the worker aiming to reach high levels of productivity.

## Conclusions

The objective of this study was to identify if the service window operations area uses the current training strategies in Ciudad Obregón, Sonora, to improve individual performance, which can be mentioned that the study was achieved, and the conclusion is that banking institutions do not train their counter operations staff through current strategies, according to the perception of managers, personnel are trained upon entering the institution, and only 52.4% had received training in their last 6 months.

Having defined the meaning of training and current training strategies, so that institutions in general are open to the knowledge and importance of these issues, it becomes known how important it is for the training to be carried out, and how it will eventually be modified in order to implement the strategy.

Current strategies provide us with a variety of benefits. Nowadays the world is globalized, which is why times, distances, and monetary resources can be optimized. It becomes evident if one works with current strategies such as E-Learning, E-Training or the Cloud, among others, because through them, many people can be trained, from different places and at the same time without the need to leave their workplaces.

It is concluded that in general the employees of the service window operations area of the banking institutions of Cd. Obregón, Sonora do not receive training with the current strategies that exist today.

Without a doubt, training improves the performance of the individual within the institution, that is why it is important to carry them out.

## Recommendations

Training should not be seen as a useless expense, but as a good investment that over time will be reflected within the company and towards the workers who work within it.

Here are some recommendations, with the purpose of improving training strategies in institutions:

1. Make senior managers aware that training is one more investment for the institution, from which it will obtain long-term results.
2. Implement current strategies that best suit the needs of the company and individual performance, since these will help you keep your staff constantly growing, both at work and in their personal life.
3. Organizational project, based on self-training through e-learning and e-training, and as the main topic, lean first on the values, where they can obtain traits as motivation, to obtain a benefit (possibly economic, salary improvement, employee of the month, among others...), in order to motivate themselves.
4. Execute the proposed training steps, which are based on individual performance models.
5. Carry out a systematic process of evaluating individual performance to monitor the performance of employees and in this way create training plans appropriate for the specific needs of the staff.

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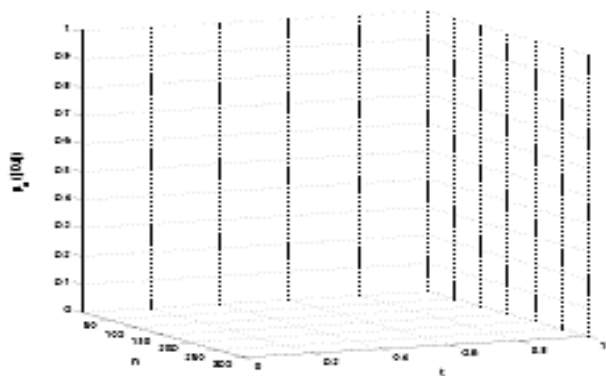
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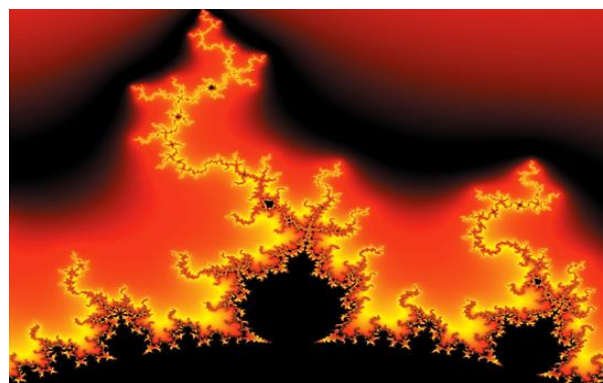
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*Instituto Tecnológico de Sonora*

