

Professionals in the position of purchasing administration in companies in Ciudad Obregón

Profesionistas en el puesto de administración de compras en empresas de Ciudad Obregón

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Abstract

This research work shows us the profile of the personnel that is occupying the position of responsible for the purchasing function in the companies of Ciudad Obregón. The investigation was carried out in 54 companies that agreed to provide information in this regard. To obtain the information, an instrument was used that allowed the information to be obtained immediately on the type of professional or academic profile of the person who occupies the purchasing position in the company. Regarding the results of this investigation, it is observed that 24.54% of the companies do not have a purchasing position, 26.41% have a person who is in charge of purchasing responsibility in addition to other functions different from it and 49.05 do. have a purchasing manager with some profession, of which 46.15 are graduates in administration, 23.07 are public accountants, 7.69% are industrial engineers, 7.68% are graduates in commerce and business, and 7.68% are graduates in law and electricians. In conclusion, there is no clarity regarding the academic profile that the person must have to fill the purchasing position.

Este trabajo de investigación nos muestra el perfil del personal que está ocupando el puesto de responsable de la función de compras en las empresas de Ciudad Obregón. La investigación se llevó a cabo en 54 empresas que accedieron a proporcionar información al respecto. Para la obtención de la información se utilizó un instrumento que permitió obtener la información de manera inmediata el tipo de profesional o perfil académico de la persona que ocupa el puesto de compras en la empresa. Respecto a los resultados de esta investigación se observa que el 24.54 % de las empresas no cuentan con un puesto de compras, el 26.41 % tienen una persona que se encarga de la responsabilidad de compras además de otras funciones diferentes a la misma y el 49.05% si tienen un encargado de compras con alguna profesión, de los cuales el 46.15% son licenciados en administración, 23.07% son contadores públicos, 7.69% son ingenieros industriales, 7.68% son licenciados en comercio y negocios y 7.68% son licenciados en derecho y electricistas. Como conclusión se tiene que no hay una claridad respecto al perfil académico que debe tener la persona que se debe tener para ocupar el puesto de compras.

**Purchasing, Job profile, Skills
Resumen**

Compras, Perfil de puesto, Habilidades

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Introduction

The lack of a clear vision of the requirements that a person should meet for a position greatly complicates an efficient outcome in the position. The impact can be felt in several ways: for the person occupying the position, for the administration as it generates management problems and for the achievement of the expected final results of the company. In the specific case of the purchasing function or operation, it is no different since, like the rest, it can be considered a key position, which requires great professionalism to carry out the activities contemplated in it, according to the research carried out.

This project was born out of the need to identify the profile of the personnel in charge of the purchasing function or who hold the position of head of purchasing in a company and to analyse what professional profile this manager should have in accordance with the results obtained and the activities carried out in the department in order to achieve efficiency in all the activities carried out there. The challenge is to identify the professional profile of those in charge of the purchasing function.

Background

Since ancient times, human beings resorted to the exchange of some things for others, the famous barter that has its origin approximately 10,000 years ago, all kinds of products were exchanged, from food to furs, stones, etc. This reveals the need for this activity, which is so important for the survival of human beings and now of organisations, whatever their nature (Mazella 2019). Purchasing is a function or an operation that affects the success of any social organisation, as it promotes good administrative management of the company's material and non-human resources by using negotiation as a basis for obtaining discounts and deadlines, as well as other benefits that can be achieved with it. The purchasing process is important because through it all the inputs required by a social organisation to be able to develop all its activities can be obtained (Sangri Coral, 2014).

Problem statement

Purchasing is of great importance in the administration of the company, whether it is micro, small, medium or large, since this activity depends on the satisfaction of consumer needs, the management of low costs and prices, as well as always having the existence of all the products that the consumer demands in a timely manner, in addition to having all the necessary inputs for the company to be able to carry out its operations efficiently. This will only be possible if the staff in charge of the purchasing activity has the right profile for this function. The aim of this research is to show the academic profile of the people who are occupying the position of purchasing manager and, as a consequence, that this operation of the company is more valued. Therefore, the following research question arises:

What is the academic profile of the personnel who are responsible for the purchasing operation in companies in Ciudad Obregón?

Objective

To identify the profile of the personnel who are responsible for the purchasing function in companies in Ciudad Obregón.

Justification

This research will be of great help to entrepreneurs, consultants, managers and readers as it will serve as a starting point for them to know the importance of the purchasing operation, as well as how essential it is to have knowledge about the necessary elements that help to recruit and select the personnel who will be responsible for this area, as they must have a series of specific knowledge and skills to be able to perform the activities in an optimal way. The benefits of this research are that the reader will know and value the importance of placing the right person in a position according to the requirements of the position, as well as assessing the impact that this purchasing operation has on the development of the company.

Failure to carry out this research would simply mean that companies would continue to give responsibility for this activity to personnel who do not have the necessary qualifications for the job.

Personnel who do not have the knowledge and skills required to occupy such an important position for the company and as a consequence affect the results of the purchasing department as well as the general objectives of the company, when these are formally established.

Theoretical framework

It is important for the purposes of this work to be clear about the meaning of the term purchasing, as the importance and care with which this activity should be treated in the company will depend precisely on this definition and the understanding of it.

Purchases are all the activities necessary to obtain the resources needed for the proper functioning of a social organism, resources such as materials and equipment, raw materials, merchandise, external services (Chaparro, 2014).

Importance of purchasing

Any activity in charge of acquiring any good or service for the proper functioning of the company is called purchasing. In companies this activity can be found with other names depending on the line of business of the company, in some cases it can be found as purchasing department, in others as procurement department and it can also be found as supply chain department, this is according to the line of business of the company, it can also be seen that in some companies there is no department as such or a specific responsible for this activity, it can also be found as a function in which someone is responsible for the activity although the position is different, this depends a lot on the size of the company.

Regardless of the term given to it, this department, position or activity is of great importance for the company since one of the purposes of carrying out this activity in a professional manner is to ensure that the products and services are available in sufficient quantity, time, price and amount so as not to generate unnecessary expenses of losses or storage and also to provide sufficient savings to make the company more productive and competitive. (Sangri Coral, 2014).

Objective of purchasing

In management, all functional areas of the company, as well as operational areas, must have general and specific objectives and purchasing could not be the exception. So we can mention as general objective to obtain the best prices for the resources of material character and with the adequate quality for the good operation of the same and the specific objectives would be (Sangri Coral, 2014):

- 1) To operate with the lowest possible costs.
- 2) To buy at the lowest possible price.
- 3) To provide inputs at the right moment.
- 4) To fulfil the responsibility of managing the entire procurement process from the recognition of the need to the timely supply of inputs.
- 5) Properly manage contracts with suppliers and their legal compliance.
- 6) To have the best input suppliers by promoting good relationships with them.
- 7) Maintain staff efficiency through timely training in the functions they perform.

Types of procurement according to their structure

There are two ways of structuring purchasing in the organisation: centralised and decentralised. An organisational structure that responds to centralised purchasing refers to the fact that all departmental units must channel their purchases through a common purchasing manager, be it a purchasing manager or head of purchasing according to the size, line of business of the social organisation, capital, etc.

The purpose of this system is to control purchasing and to make the best use of the resources and budget allocated to it. This centralised purchasing structure is very common in large companies and the amount of activities involved in purchasing is also much greater than in medium-sized or small companies.

Decentralised purchasing is generally found in small and medium-sized companies, although there are also cases of large companies. Decentralised purchasing means that each of the departmental units that make up a social organisation has the power to make the purchases themselves, in which they have their own responsible persons and their own procurement procedures. (Zummar C.H. 2022).

Procurement activities

The purchasing function and its activities and responsibilities will depend to a large extent on the concept of purchasing and the ability to identify activities that by their nature should be included in the function or department. It should also be mentioned that the activities and the professionalism with which the activities are carried out will depend to a large extent on the size of the company, the line of business, the scope and characteristics of the market to which the company directs its activities. Regardless of the above, it is possible to identify common factors that can determine purchasing activities such as: 1) those related to the integration, selection and administration of suppliers, 2) Administration of the purchasing department, which involves everything related to the development of the work plan, establishment of objectives, purchasing policies, budgets, adequate management and training of personnel, remuneration and all the records and controls necessary for the proper functioning of the department.

The management of the purchasing or procurement function will have to execute the following activities (Heredia, 2013):

- To have full knowledge of the inputs that need to be integrated into the company.
- Manage everything related to the suppliers from the selection to the termination of the agreement with them.

- Controlling the quality of the inputs.
- Negotiate to obtain the lowest possible prices.
- Implement systems to improve procurement work.
- Search for strategies to take advantage of excess and obsolete products in stock

Relationship of the purchasing department with others in the company

A social organism that is in search of fully identified objectives supported by a mission must have the number of departments and positions necessary to achieve the objectives and also all of them must be interrelated either directly or indirectly because although the nature of each one of them is different, in some way they must contribute to the general objective of the company. For this reason all departments must be interrelated and some will depend on the results and operations of others in order to be able to carry out their own operations. The purchasing function or operation should not be a separate part of the company, it should be part of the network of objectives that have an impact on the general objective of the company. It is therefore necessary to specify the relationship that the purchasing department has with other departments in the company (Esucomex, 2017):

- Production: Purchasing is in charge of the acquisition and administration of inputs so that the production department can fulfil the objectives according to its plans.
- Marketing: According to the studies of sales, demand and economic resources, marketing makes sales forecasts and consequently calculates the budget for raw materials and other inputs to satisfy the market.
- Finance: It manages the financial resources so that purchasing can manage its acquisitions.
- Human Resources. It is related to purchasing as it is the one who supplies and manages the purchasing department staff.

Ethics in purchasing

Ethics is a very important issue for companies as they provide guidelines for professional practice as it helps to solve problems or make decisions in the light of duty. Lack of ethics in organisations can generate losses for the organisation, as bad practices only benefit one or several people in the organisation.

Some of the situations that arise and that are unethical are (Sangri Coral, 2014):

- Bribery.

This refers to asking suppliers for some personal benefit in order to have them as part of the company's inventory of suppliers.

- Avoid that kinship or friendship ties generate a preference for the supplier. The objectives of the department must be above the head of the department and even more so above those outside the company.
- Avoid meeting suppliers informally through invitations to dinner, lunch or any other type of meeting to avoid generating a commitment to consider the supplier over others who can provide better prices and services.
- Gifts from suppliers. It is important that the manager or person responsible for the company's purchasing or procurement

It is important that the head or person responsible for purchasing or procurement in the company avoids receiving gifts from suppliers to avoid generating a kind of commitment which in the end the head of purchasing ends up accepting as a supplier the person who gave him the gift.

- Seek to obtain the best price with a supplier by exposing the price given by other suppliers.

Basic principles of purchasing

Principles are fundamental truths that help guide the execution of a job efficiently even these are also present in everyday life. Observing and applying the principles for the exercise of management in any job gives the manager the best chance of achieving the desired results under the established parameters of the management to be performed.

- **Quality.** Ensure that the products or services offered are always what the consumer wants with the conditions he/she expects, as this determines the consumer's purchasing behaviour towards the product offered.
- **Quantity.** You should always consider the quantity of what you wish to acquire to avoid risks due to excess products or to bear in mind that not having the desired quantity can also lead to not offering the consumer the product or service when he/she wants it.
- **Price.** Consider that the price should always be competitive while still offering quality and quantity (Sangri Coral, 2014).

The purchasing manager

It is very important not to fail to relate the purchasing activity with the manager who executes the purchasing activities, in such a way that the purchasing function is not carried out automatically, a manager is required to execute the activity and that his/her profile is adequate with respect to what the position requires.

Role of a purchasing manager.

According to Gemma Ma. Romero (2018), the functions of a head of the purchasing department should be:

1. Planning, organisation and control of the department.
2. Attention to suppliers.
3. Making work programmes so that they can be carried out efficiently.

4. Keep the inventory of suppliers up to date so that others can be selected that offer better conditions in terms of price, quality and service.
5. Coordinate with the heads of other departments in order to know their product and service needs and to be able to attend them efficiently.
6. Direct and supervise the staff in your department to ensure the achievement of the department's objectives.

Skills of a purchasing manager

When a position is created in a social organisation, whether public or private, the objective and functions to be carried out must be clear so that the profile of the candidate for the position can be adequately identified. According to Campos (2021), the skills and competencies of a purchasing manager are as follows:

- Supplier relationship management.
- Supplier risk assessment.
- Spending analysis.
- Industry knowledge and market analysis.
- Statistical analysis.
- Technology skills.
- Oral and written communication skills.
- Social skills.

On the other hand, Ramón Maroño (2019) states that the skills of a purchasing manager are:

- Leadership.
- Strategic business vision.
- A taste for constant innovation.
- Knowledge of technologies.
- Pursuit of operational excellence.
- Problem solving skills.

- Ability to listen and communicate.
- In-depth understanding of the supplier market.
- Financial literacy.
- Change management.

Indeed Editorial (2022) mentions that the skills of a purchasing manager are as follows:

- Organisation
- Good interpersonal skills.
- Negotiation skills.
- Knowledge of company strategies.
- Commitment to continuous updating.
- Ethics.
- Creativity and versatility.
- Integrity.
- Data analysis skills.
- Procurement forecasting.

Job profile

Concept of job profiling

When it comes to talking about job profiling, it is a subject of much debate as some consider job profiling to be the same as job description and others consider it to be different. For the project, the following definitions were considered:

The job profile details the characteristics that the candidate should have, both professional and personal, which are considered ideal for them to be able to carry out the functions and activities required for the job.

The job profile details the requirements that a candidate must fulfil, which makes it easier for the personnel selection manager to get to know them better so that he/she can confidently select the best candidate (Caballero, 2017).

Importance of the job profile

The ideal personnel for the performance of a position is only achieved if there is a job profile created according to the activities to be developed and this gives a greater margin of probability in the selection process was designed by the members of the administrative auditing academy of the Technological Institute of Sonora in May 2000, however, it has been modified for the current practice with respect to its contents.

Procedure

An investigation was carried out to determine which companies would be willing to participate by providing information related to their administration, subsequently a list was drawn up with the companies that accepted and the managers' questionnaire was applied to them, which initially forms part of one of the instruments for carrying out administrative and operational audits, in order to obtain the information and subsequently concentrate it in order to arrive at the final results.

Method

Subject

The research subjects were 54 companies in Ciudad Obregón from different sectors, ranging from industrial, commercial, service, public and non-profit organizations. Public agencies and non-profit organizations. The number of companies surveyed is the number that allowed us to provide information.

Instrument

An integration questionnaire was used to carry out an administrative diagnosis of the integration phase, consisting of 26 closed-answer questions, 10 multiple choice questions, and 9 open questions. The instrument was designed by the members of the administrative audit academy of the Instituto Tecnológico de Sonora in May 2000; however, it has been modified for the current practice with respect to its contents.

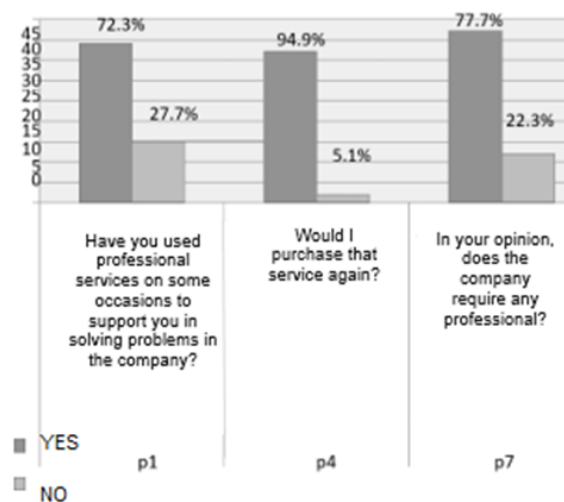
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Results and discussion

Results

The following results are presented with regard to the contracting of external professional services (see graphic 1).

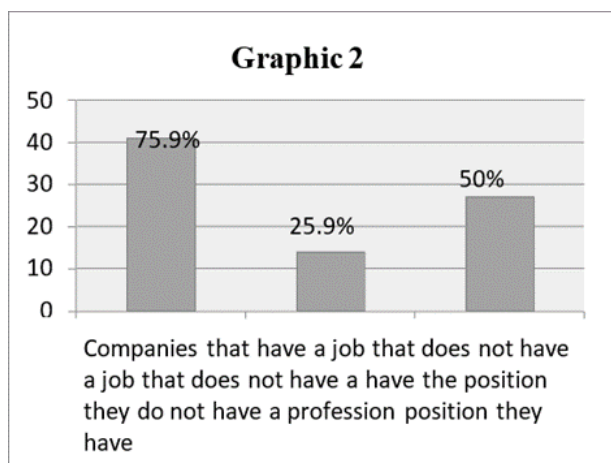


Graphic 1

Out of a total of 54 companies surveyed, 72.3% of the companies stated that they have used professional services on some occasion to solve problems in the company, while 27.7% of the companies have never used professional services in their company.

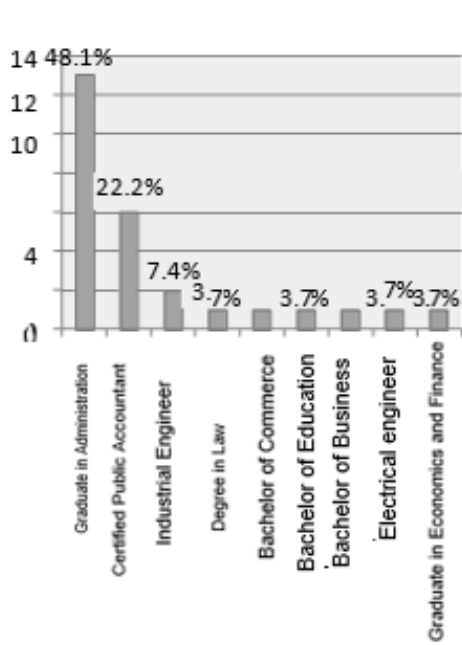
Of the 72.3% of companies that have used professional services in their company, only 5.1% would not hire them again. From the companies surveyed, information was obtained about the perception of the businessmen regarding the presence of a professional in the company, of which 77.7% answered positively and 22.3% negatively.

Regarding the companies that have a purchasing position, the following results are presented (see graphic 2).



Graphic 2

75.9% of the companies have a formally established position of purchasing manager. Of the 75.9% of the companies that do have a purchasing manager, 25.9% of the managers do not have a profession and 50% do have one. With regard to the professions held by the purchasing managers, the following results are presented (see Graph 3).



Graphic 3

Of the total of 27 companies that do have professionals occupying the purchasing position in the company, the following results were obtained in terms of the occupants' professions:

- 48.1% Professionals are Bachelor's Degree in Administration.

- 22.2% Professionals are public accountants
- 7.4% Professionals are industrial engineers.
- 3.7% Professionals are Education Graduates.
- 3.7% Professionals are Electrical Engineers
- 3.7% Professionals are Bachelor in Law
- 3.7% Professionals are Bachelor in Commerce
- 3.7% Professionals are Bachelor of Economics and Finance.
- 3.7% Professionals are Business graduates.
- 88.8% of companies hire professionals with bachelor's degrees and 11.2% with engineering degrees.

Discussion

According to the results obtained in the first graph, it can be highlighted that 22.3% of the entrepreneurs do not require the presence of a professional in their company, which shows that the administration of these companies is carried out in an empirical manner, a vision or conduct that is currently erroneous, since in order to remain competitive in the market, professional business management is required. Empiricism in business management nowadays increases the probability of company failure, as the environment is increasingly changing and demanding quality products and services, as well as maintaining a solid internal structure of the company.

Every company requires a formal organisational structure, i.e. a structure that is professionally designed to meet the needs of efficient operation and thus achieve the fundamental purposes for which a business has been invested in.

With respect to the purchasing or procurement operation, this activity like any other within the company requires formality in the design of the functions of that activity and not only the functions but also the identification of the knowledge, skills, experience, attitudes and values that a person must have to be able to perform that activity with due care and professional diligence so that the result of this management will be a successful one. Professional care and diligence so that the result of this management becomes a real strategic position for the company.

Not taking due care in defining the structure and profile of this activity brings bad consequences for the company, so that instead of being a strategic position, it becomes a burden for the company, an unnecessary expense.

If we look at graph two, it shows that a little more than 75% of the companies do have a formally established purchasing management position, taking this data as a basis, the same graph shows that 26.42% of the managers do not have a professional. On the other hand, it can be seen that 49% of the companies do have a professional in this position, but the result shows that there is no clear vision of what type of professional should fill this position.

Conclusions

The purchasing function, its formal structure and the profile of the person who should fill this position are basic elements that should be carried out so that this activity can become a true ally for the productivity and competitiveness of the company, however it was observed in the results of the research that even after so many years of promoting management as a science that provides efficiency to the company, In addition to the above, it was observed that in most companies there is a lack of knowledge about the impact that the purchasing function has on the other functions of the company, as well as the administrative and economic repercussions that this brings.

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