

Training Needs in Mypes managers in Izúcar de Matamoros

Necesidades de capacitación en gerentes de Mypes en Izúcar de Matamoros

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Abstract

Training is an important factor for the growth of companies. It has been written about the training and preparation of the workers but little has been addressed about the training of the employer himself or the managers of the organizations. The objective of this research was to identify training needs of managers of micro and small companies in the municipality of Izúcar de Matamoros, Puebla, a city of interest for being the location of the Technological University of the same name. It is a quantitative, cross-sectional and descriptive investigation. A questionnaire with 12 items with a Likert-type scale and multiple choice was applied. It was observed that 88% of those surveyed have not taken training or only sometimes, this because they do not know training companies and because they consider that this is expensive. They also highlight important findings on the topics in which they consider they need to be updated. With this, it was detected that there is a potential market for the University to offer training courses for entrepreneurs through the modality of training or continuing education. Thus contributing to the permanence of Mypes in the market and to the economic development of the region.

Training, Mypes, Managers

Resumen

La capacitación es un factor importante para el crecimiento de las empresas. Se ha escrito sobre el entrenamiento y preparación de los trabajadores pero poco se ha abordado sobre la capacitación del propio empresario o gerente de la organización. El objetivo de esta investigación es identificar necesidades de capacitación que tienen los gerentes de micro y pequeñas empresas en el municipio de Izúcar de Matamoros, Puebla, ciudad de interés por ser la ubicación de la Universidad Tecnológica del mismo nombre. Se trata de una investigación cuantitativa, transversal y descriptiva. Se aplicó un cuestionario con 12 ítems con escala tipo likert y de opción múltiple. Se observó que el 88% de los encuestados no han tomado capacitación o solo algunas veces, esto porque no conocen empresas de capacitación y porque consideran que esta es cara. Destacan también hallazgos importantes sobre los temas en que consideran necesitan actualizarse. Con ello se detectó que existe mercado potencial para que la Universidad pueda ofertar cursos de capacitación para empresarios a través de la modalidad de formación o educación continua. Contribuyendo así a la permanencia de las Mypes en el mercado y al desarrollo económico de la región.

Capacitación, Mypes, Gerentes

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Introduction

Training needs assessments are a useful tool to identify areas of opportunity in the performance of employees in any organisation. They are important for decision making regarding the actions to be taken to correct the lack of knowledge or skills of people. A training needs assessment is defined as a strategy to find out the gaps in knowledge, skills, attitudes and habits that staff need to satisfy in order to perform in a given position (Reza Trosino, 2006)

Generally, a training needs assessment is applied to workers in middle and operative positions; it is difficult to talk about assessments of managers or owners of companies. In this sense, the existing literature on training is focused one hundred percent on the company's employees.

The research question arises from this fact: do managers of micro and small enterprises (hereafter referred to as MSEs) have training needs? And what are these needs?

The hypothesis is that managers of MSEs have specific training needs, mainly in business administration.

The objective of the research is to identify the training needs of managers of MSEs in the city of Izúcar de Matamoros, in order to design and offer training courses in the form of continuing education by the Technological University of Izúcar de Matamoros, thus contributing to the development and permanence of economic entities in this city.

Izúcar de Matamoros is a municipality in the state of Puebla, where there are 5,656 companies (INEGI, 2022), of which 99% are MSEs. This study only looked at the urban area or city of the same name, where 83% of the municipality's MSEs are concentrated, i.e. 4,716 companies, 45% of which are in the commerce sector.

The importance of knowing the needs of the managers or owners of the MSEs with respect to their own training lies in the support that the University can give them through courses for the growth or permanence of the business in the market and to be competitive in the face of the challenges of the environment.

Theoretical framework

In the theoretical review of the subject of training, we found that it is approached from the point of view of its application to workers, in the Federal Labour Law, article 153-B, which states that the purpose of training is to prepare newly hired workers or others interested in occupying vacancies or newly created positions (Cámara de Diputados, 2021). Accordingly, the aim is to get workers to fill new positions through training.

Authors such as Franco Castro et.al (2018) describe training as a systematic process that modifies the worker's behaviour to achieve organisational objectives, seeks to improve the employee's performance through knowledge and skills, as well as morale and creative ingenuity. It also makes an important distinction between training and education, where the former seeks to develop skills mainly for work, while the latter promotes the development of knowledge and intellect.

Training is about giving new or active employees basic skills to perform their jobs. (Dessler & Varela Juarez, 2017)

Training ranges from reading instruction to advanced leadership topics, categorised into basic skills training, technical skills training, interpersonal skills, problem-solving skills, courtesy training and ethics training. (Judge & Robbins, 2017)

It is important to consider that managers of organisations must have certain characteristics that allow them to develop their business, some of these are divided into personal skills such as: development of self-knowledge, stress management, creative problem solving, as well as interpersonal skills that include communication relations, motivation of others, conflict management, as well as group skills such as teamwork, leadership and communication. (Whetten & Cameron, 2016)

Literature review

Recent research on training in micro, small and medium-sized enterprises emphasises the importance of diagnosing the strengths and weaknesses of managers in terms of their skills in order to detect areas of opportunity that can be solved through training.

In an investigation carried out in Mypes in the city of Manzanillo, Colima, it is reported that the managers of these companies have strengths in skills such as problem solving, coaching, delegation, teamwork and leadership, but they also found weaknesses in conflict management, communication and motivation, so they need training in these areas. (Vazquez Zamudio, Cancino Uribe , Perez Romero, & Delgadillo Partida, 2022)

Bermúdez (2015) points out that many microentrepreneurs guide their businesses and learn empirically, based on mistakes and experiences over time, and finds that one limitation is the lack of knowledge about the operation of their businesses. He also mentions that the micro-entrepreneur considers training necessary but is not willing to pay for it.

Acosta A. et.al (2004) conclude that training in small and medium-sized enterprises focuses on workers in areas that improve productivity and not on training for managers. They also indicate that a large number of small and medium-sized industries manage the training of managers internally, with little participation of universities, which represents an opportunity for them to sign collaboration agreements and design training programmes for managers.

Other research mentions that employers do not have a training culture in their employees and in themselves, which results in an opportunity for universities to strengthen the training culture in the companies in their area of influence (Quevedo Batista, Ruiz Lopez, Antonio Vidana, & Muñoz Palacios, 2017)

In studies on training specifically in women entrepreneurs, it is noted that a factor that limits the development of their companies is training, they are aware of the importance of training but have not implemented programmes in their companies and only take courses to solve short-term operational problems, requesting in this case the intervention of authorities with the implementation of training programmes for women entrepreneurs. (Saavedra et.al., 2020).

Díaz *et. al.* (2021), consider that a determining factor in investment in training is the level of schooling of the entrepreneurs; those with a lower level of education reduce the value of training and investment in training, as opposed to those with a higher level of schooling.

On the other hand, there are actions being implemented by some universities to support the training of micro and small enterprises, such is the case of the strategy of developing informative radio capsules for micro and small entrepreneurs in the communities of the Sierra Juárez of Oaxaca, with topics previously identified as necessary for this sector, as entrepreneurs in this region are unaware of aspects that lead to the development, growth and consolidation of businesses (Trujillo, Martínez *et. al.* 2022).

Methodology to be developed

This is a quantitative, cross-sectional and descriptive research. A questionnaire was applied with 12 items with a likert scale and multiple choice. Divided into two dimensions: training needs and willingness to train. The sample consisted of 104 items, obtained through purposive sampling. The participants were selected through the University's contact with companies in the city.

Results

According to the instrument applied, the following results were obtained:

73% of the companies participating in the study are micro-enterprises. The bulk of the population under study is aged between 25 and 45 years. More than 50% are male managers. The dominant level of education is higher education, i.e. they have a university education.

As far as the age of the MSEs is concerned, most of them have been in business for more than 5 years. The managers of these enterprises are older than 35 years. And 51% of the companies participating in the study are in the commerce sector.

Regarding the question on how often managers take training courses, almost 50% say that they have never been trained, while 43% say that they have been trained sometimes. Thus, we note a low interest of the businessmen to update themselves in their area of work, only about 6% of the managers do it.

Two of the most common reasons for not taking training courses were that they do not know where to take training courses in the city of Izúcar de Matamoros, and the second most important reason was that they consider training to be expensive or that they could not afford it. Those who have taken training courses have done so through an instructor and most of them are looking for free courses.

When asked if they were willing to receive training, 69% of the participants said that they agreed or strongly agreed. The contrast in this case is that more than 50% are not willing to pay more than \$500.00 pesos, which is not attractive for a training company to offer its services.

With regard to the topics in which managers consider that they need training, in first place are sales and digital marketing, followed by accounting and tax courses. Those related to administration and office automation appear with fewer mentions.

An important point to consider in the questionnaire is the way or means by which managers would be willing to receive training. Therefore, an item related to the modality of training was included. In this case, 70% of the participants opted for face-to-face training.

Regarding the days and times when they could take courses, it is highlighted that they prefer to be trained on weekends (Saturday), in the morning or in the afternoon.

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Conclusions

As can be seen in the results of the study, there is no habit of the managers of the MSEs towards training; fewer of them have taken courses for the development of their enterprises. Despite the fact that most of the participants have a bachelor's degree, they manage the business only with the knowledge they have acquired.

The main reason why they do not train is because they do not know where to turn, this is understandable since in the city of Izúcar de Matamoros there are no companies or training centres, only independent instructors who do not have enough courses on offer. This represents an opportunity for the Technological University of Izúcar de Matamoros to offer training courses for managers of Mipes in the region, as indicated in the literature review, where some universities are undertaking actions to train entrepreneurs and their collaborators.

The University has facilities, staff, knowledge and experience in the design and delivery of training courses in different disciplines. It has administration and accounting degrees, whose teachers can act as instructors for courses in the economic-administrative and accounting areas.

Despite coming from a post-pandemic scenario, teleworking and online classes, the participating managers who are interested in training prefer the face-to-face modality. One of the advantages of this modality is that the participant has direct contact with the advisor, as well as the possibility of networking with business people in the same city.

The online modality is not ruled out because it represents another market niche with lower costs and greater benefits for the instructor. The University has the physical infrastructure such as classrooms and laboratories, as well as an online teaching platform to be able to offer this type of virtual courses at low cost.

As for the costs of the courses offered, according to the results of the research, they should be considerably low to be attractive to the manager, however, by offering certificates with curricular value and relevant content, a fair price can be set for the courses, also considering that the University does not seek to make a profit, but to provide a service to society.

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