

## Proposal for the improvement of productivity to industry marketer DGS. of R.L. of C.V.

## Propuesta de mejora de la productividad a la comercializadora industrial DGS. de R.L. de C.V.

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### Abstract

The uncertainty derived from the pandemic has affected the productivity of companies; the productive capacity of people is closely linked to the emotional, that's way when they are nervous, sad, anxious or worried, it is common for them to turn out to be less efficient in their work activities than expected. Each person reacts differently and has unique ways of stabilizing and motivating. Consequently, it is possible that only a few have been able to adapt smoothly to the new normality, and many others continue to seek a balance between the reality of their life at home and their work or profession. The objective of this study is to measure productivity in an automotive agency through the COVID-19 pandemic environment and the application of the comprehensive productivity evaluation technique. The tool that was obtained was an interview with managerial positions for the collection of information. It should be noted that a positive response was obtained, showing a recovery in productivity as a result of the new strategies that the agency applied for the new normality.

### Resumen

La incertidumbre derivada de la pandemia ha afectado considerablemente la productividad de las empresas; esto, porque la capacidad productiva de las personas está muy ligada a lo emocional, es decir, cuando se encuentran nerviosas, tristes, ansiosas o preocupadas, es común que resulten ser menos eficientes de lo esperado en sus actividades laborales. Cada persona reacciona de manera distinta y tiene formas únicas de mantenerse motivado. En consecuencia, es posible que sólo algunos hayan sabido adaptarse sin problemas a la nueva normalidad, y que otros tantos continúen buscando un equilibrio entre la realidad de su vida en el hogar y la de su trabajo o profesión. El objetivo del presente estudio es medir la productividad en una agencia automotriz a través del entorno de la pandemia COVID-19 y la aplicación de la técnica integral de evaluación de la productividad. La herramienta que se utilizó fue entrevista con puestos gerenciales para la recopilación de información. Cabe destacar que se obtuvo una respuesta positiva en donde se muestra una recuperación de la productividad a raíz de las nuevas estrategias que la agencia aplicó para la nueva normalidad.

### Work environment, COVID-19, Productivity

### Clima laboral, COVID-19, Productividad

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## Introduction

Despite the fact that we are already seeing a gradual return to offices, fear and insecurity in the face of Covid-19 continue to have a significant impact on people's minds, with an emotional overload that affects their performance.

For (Gan & Triginé, 2012), in the organizational climate, there are factors or agents both internal and external that may or may not be related to the perception of employees. The health contingency is a great concern of those who manage the Human Resources area of organizations, since strategies must be sought to improve the mental health of their employees.

Measurement and improvement will allow us to improve weaknesses and strengthen those strengths that we already have, but in that it benefits this, because it will help organizations to be competitive and above all productive in the market in which they are, obtaining results in a visible way such as costs, expenses, time, these are elements of utmost importance.

It is important to visualize the measurement and improvement of productivity as a process that allows organizations to visualize a broader horizon, since there are management deficiencies, such as the scarce orientation towards the application of professional methods of detecting opportunities and threats in the environment and there is, above all, a weak economic base that contributes to accentuate the technological gap with the first world. The participation of all areas of a production chain is required to identify the current situations that affect or favor each department, taking as guidelines the variables of the context.

## Background

The automotive industry has represented a strategic sector for the development of Mexico. Its share of exports places it as the most important industry, surpassing even the oil sector. In 2011, the automotive industry exported 22.5% of the value of total exports.

In 2011, four out of five vehicles produced in Mexico were exported, which positions our country among the most important worldwide, ranking number 8 in manufacturing and 6th among the main exporting countries of motor vehicles.

Additionally, this industry has become a precursor of competitiveness in the regions where it has been established, which has translated, among other results, into more qualified and better paid jobs, as well as in a greater development of human capital. On average, the salaries of the terminal automotive industry in Mexico are equivalent to 2.3 times that of the rest of the manufactures.

## Description and structure of the technique used

For the collection of data and the measurement of the productivity of the automotive agency, it is essential to know all those factors that will be studied in a tangible or intangible way, since each of these elements have a high degree of importance for the study to be carried out.

Therefore, the instrument considers the 10 elements that every organization needs to evaluate in order to improve productivity, not limited exclusively to sales or profit amounts, but focus on profitability and sustainability.

These elements have a relationship with the variables of the context and that is where it is necessary to analyze how these variables affect the organization and in turn what is the impact on each of the 10 elements. For this two criteria are considered in the instrument, which are indicated by a P that means the weighting and this will help to establish what importance the elements have in the organization, the sum of the weights performed horizontally must result in 1.

The other criterion is identified under the letter E which means Evaluation, this determines the qualification that the area or department evaluated will obtain in relation to the 10 elements and their interaction with the variables of the context, the ratings range from 1 to 10.

IPET (Integral Productivity Evaluation Technique)												
Variable Element	Economic Variable		Political Variable		Environmental Variable		Cultural Variable		Technological Variable		Social Variable	
	P	E	P	E	P	E	P	E	P	E	P	E
1. Conceptual approach of the company	(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =	
2. Process knowledge	(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =	
3. Social scope of the organization	(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =	
4. Planning administration	(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =	
5. Management involvement	(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =	
6. Creativity and organizational innovation	(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =	
7. Knowledge of the client(s)	(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =	
8. Technological development	(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =	
9. Macroeconomic knowledge	(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =	
10. Comprehensive development of human resources	(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =		(P)(E) =	

**Table 1** Aspects of the measuring instrument  
Source: Own contribution, 2022

**Selection of the sample for instrument application**

For the collection of data and application of the instrument, it is essential to know the organizational structure and thus be able to identify the departments that will participate in the evaluation. Another way to select the sample could be if the organization works by processes.

In the present study, the management and coordination were selected since they are the ones that have the most interaction with the productivity of the agency and also in them lies the making of critical decisions for the quality of the service.

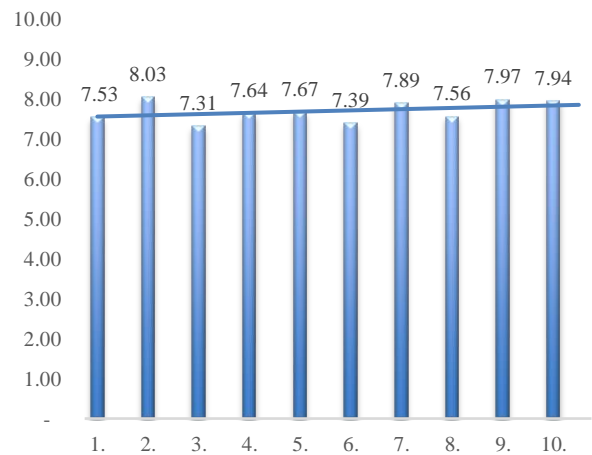
It should be noted that all areas are important and generate an impact for total productivity, however for the present study only 6 areas were selected which are:

Selection of critical areas	
Area	Description
<b>Quality</b>	Responsible for the administration of processes, as well as training and continuous improvement issues.
<b>Services</b>	Operational area carried out from the reception, maintenance and delivery of customer vehicle units.
<b>Vehicle parts</b>	Manages the supplies in warehouse necessary for the optimal functioning of the workshop, as well as direct sales to customers.
<b>Material resources</b>	Responsible for the supply of materials and equipment required in the organization.
<b>Commercial (sales)</b>	Responsible for the sales of the units and monitoring the needs of the customer during the life cycle of the product
<b>Administration</b>	Areas in charge of the administrative management of the organization from marketing tasks, technological services, accounting, information technologies, among others.

**Table 2** Sample selection for study  
Source: Own contribution, 2022

**Results**

Based on the information obtained by the instrument that was applied in the areas of the automotive agency, the results shown in graph 1 were obtained.



**Graphic 1** Integral productivity profile of the organization  
Source: Own contribution, 2022

Analyzing the data presented in the graph of the integral profile of all areas, it is possible to visualize that there is a low performance in the social aspects of the organization (3), creativity and innovation (6) and technological development (8).

Given that difficult decisions had to be made in recent years and the functions and responsibilities within the organization had to be reconsidered, it is essential to resume awareness-raising now that staff are being re-incorporated into the agency.

Even after 2 years of pandemic, the ravages are still being suffered, since the contact that strengthened communication and teamwork in the organization has been lost.

Creativity and innovation have not been promoted as tools for problem solving, optimizing daily activities and continuously improving processes. Nor has the improvements proposed by the workers been followed up since a mechanism for participation and consultation for the staff has not been established.

The issue of training also greatly impacted the operational staff since the virtual trainings caused a confusion gap by losing the important factor that is the practical, in the case of technicians they require visualizing the elements and tools, having direct contact with the elements to be able to put it into practice efficiently in future maintenance.

Although the advantages that were given with virtual training is that it was possible to increase the number of attendees to the courses since being remote the costs of travel expenses were reduced.

Also use information technologies to resume the motivation of the staff, such as sending via email a postcard of the birthday boys of the month and directing it to all employees to make them feel like part of the Autotab family.

## **Conclusions**

To increase the productivity of the agency it is necessary to start from the awareness of all employees focusing on the motivation of the staff making them feel an important part of the agency and recognizing their work to achieve the goals. This will allow the integration of intellectual capital in all areas, resuming teamwork to better develop activities.

If the organization carries out the formation of intellectual capital, it will allow the development of skills and competencies that add value to the productive chain of the automotive agency, since the staff will efficiently carry out their daily activities. Optimizing times and reducing rework that also impact the organization.

The training is a conclusion of this first phase of improvement, since it reinforces the technical knowledge of the staff, as well as allows them to acquire new skills and put them into practice during the execution of their processes. In the same way, since the staff is sensitized, the training process is streamlined since they know that the investment of their time will return immediately both in their professional life and in their personal life.

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The following is through the system of indicators to monitor the efficiency and effectiveness of the areas of the organization, in order to act in a timely manner in the face of possible deviations that arise over time, the constant change of the variables of the context will affect and change what has been originally raised in the strategic planning.

To measure the performance of the processes and identify non-compliance given the performance indicators, it is important to evaluate compliance with the stipulations of the processes, policies and culture of the organization. In turn, the next thing would be to evaluate the results found, the issues should not be left only in identification, carry out an analysis and establish the relevant action plans will address the risks and opportunities detected in the audit.

Creativity and innovation mark the beginning of phase 3, and are the pillars for risk mitigation, it is here where autotab's intellectual capital will serve as process leaders and with their experience and skills they will be able to solve the problems of the organization.

The quality of the service will be reflected with the involvement of all the staff, aware that to eradicate problems, their participation is the starting point to achieve customer satisfaction, the profitability of the company and continuous improvement.

The monitoring and control of areas of opportunity are given from the satisfaction surveys applied by the quality coordination and audits, in case of a disagreement the staff will have already gone through the first 2 phases, so the cycle of attention would be reduced from phase 3 creativity and innovation.

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