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RINOE Journal-Public Economy

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Support the international scientific community in its written production Science, Technology and Innovation in the Field of Social Sciences, in Subdisciplines of Structure and scope of government; Taxation, Subsidies, and Revenue: Efficiency, Optimal taxation, Incidence, Externalities redistributive effects, Environmental taxes and subsidies, Personal income and other Nonbusiness Taxes and subsidies, Business taxes and subsidies, Tax evasion; Fiscal policies and behavior of Economic Agents: Household, Firm; Publicly provided goods: Public goods, Publicly provided private goods, Project evaluation, Social discount rate; National government expenditures and related policies: Government expenditures and health, Government expenditures and education, Government expenditures and welfare programs, Infrastructures, Social security and public pensions, National security and war, Procurement; National budget, Deficit, and Debt: Budget, Budget systems, Deficit, Surplus, Debt, Debt management; State and local government; Intergovernmental relations: State and local taxation, Subsidies, and Revenue, State and Local budget and expenditures, Interjurisdictional Differentials and their effects, State and Local Borrowing, Intergovernmental relations, Federalism; Miscellaneous issues: Governmental loans and credits, Governmental property, International fiscal issues.

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Presentation of the content

In the first article we present, *Retrospective analysis of the behaviour of the economic units of Guanajuato, Puebla and Querétaro, in order to determine their impact on the economic growth of each state*, by GONZÁLEZ, Lizette & HERNÁNDEZ, Juan, in the next article we present, *A comparative study of social responsibility policy in the private business sector and public universities*, by ROBLES, Paulina & BECERRA, Francisco, in the next article we present, *Knowledge creation and transfer in a public organisation*, by MEJÍA-ROCHA, Mónica Isabel, with adscription in the Universidad de Guanajuato, in the last article we present, Private donations in Mexico: An analysis of authorised donors, by CORDOURIER-REAL, Carlos Román, with adscription in the Universidad de Guanajuato.

Content

Retrospective analysis of the behaviour of the economic units of Guanajuato, Puebla and Querétaro, in order to determine their impact on the economic growth of each state

Análisis retrospectivo del comportamiento de las unidades económicas de Guanajuato, Puebla y Querétaro, a fin de determinar su incidencia en el crecimiento económico de cada estado

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Abstract

This document contributes to the generation regarding the economic environment of the states of Guanajuato, Puebla and Queretaro specialized information in order to provide businessmen, entrepreneurs and institutions, relevant information to strengthen the situation assessment of each economic environment for decision of successful or to identify areas of opportunity to generate economic units making. Current transition research project and has impacted the behavior of economic units in the dynamics of growth of Gross Domestic Product (GDP) of the states of Guanajuato, Puebla and Queretaro, in the last ten years from 2003 to 2013. This, to fortalcer businesses, entrepreneurs and institutions in their decision-making to administrative and / or economic scenarios, financial aimed at generating micro, pequemas, medium and large companies, or in the detection of areas opportunity that will produce goods and services to meet needs. For this it is necessary to have references in economic easy to use but reliable and concise figures concerning the behavior of economic units and GDP, given that both are factors triggers of any economy.

Economic Units, Gross Domestic Product, Economic Growth, Federal Entities

Resumen

Este documento contribuye a la generación de información especializada referente al entorno económico de las entidades federativas de Guanajuato, Puebla y Querétaro, a fin de brindar a empresarios, emprendedores e Instituciones, información relevante que permita fortalecer el diagnóstico situacional de cada entorno económico para la toma de decisiones acertadas o bien para la identificación de áreas de oportunidad para la generación de unidades económicas. El proyecto de investigación muesta como ha impactado el comportamiento de la unidades económicas en la dinámica de crecimiento del Producto Interno Bruto (PIB), de los estados de Guanajuato, Puebla y Querétaro, en los últimos diez años de 2003 al 2013. Lo anterior, a fin de fortalcer a las empresas, emprendedores e Instituciones en su toma de decisión ante escenarios administrativos, financieros y/o económicos encaminados a la generación de micro, pequemas, medianas y grandes empresas, o bien, en la detección de áreas de oportunidad que permitan la obtención de bienes y servicios para satisfacer necesidades. Para lo cual es necesario poseer referencias bibliográficas en materia económica de fácil manejo pero con cifras confiables y concisas referentes al comportamiento de las unidades económicas y del PIB, dado que ambos son factores detonantes de toda economía.

Unidades Económicas, Producto Interno Bruto, Crecimiento Económico, Entidades Federativas

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Introduction

This research paper aims to describe and specify the behaviour of economic units in the states of Guanajuato, Puebla and Querétaro. This is done through a series of indicators over the last ten years, in order to determine their influence on the economic growth dynamics of each state. To do so, we will use one of the most relevant macroeconomic indicators of any economy, the Gross Domestic Product (GDP), through which economic growth can be measured, which serves as one of the pillars to determine competitiveness and support nations.

Thus requiring to name the GDP as a global indicator of the economy, which measures the level of production of final goods and services at monetary value, in a given period, so that these levels of production have a direct impact on the growth and / or economic slowdown of countries, states, regions or municipalities.

This leads to the design of poles of economic attraction for new economic units, i.e. when certain Nations, States or Regions show an increase in production levels, derived from a growth and strengthening of their economic units previously, optimal economic scenarios are generated that make them attractive for investment and the creation of new productive agents, adding them as sources of employment and cash flow generators. The latter are vital for the growth dynamics of their economies, which has repercussions on the economic behaviour of each productive sector (primary, secondary and tertiary sectors).

Thus marking the relevance of the research topic, which seeks firstly to know the dynamics that have presented the economic units of each Federal Entity indicated above and thus diagnose the way in which their GDP from 2003 to 2013 has been favoured or affected and above all to identify whether these States are poles of economic attraction for companies, This is in addition to reviewing competitiveness in each productive sector through information generated by the National Institute of Statistics and Geography (INEGI), the Ministry of Economy (SE), the Ministry of Finance and Public Credit (SHCP) and the Mexican Institute for Competitiveness (Instituto Mexicano para la Competitividad A. C. (IMCO).

The above, in order to assess how this situation impacts on the generation of more economic units.

The research topic proposed seeks the relationship between the following two variables:

The generation of Economic Units, has an impact on:

Gross Domestic Product (GDP)

For this purpose, annual and average annual growth rates were used to evaluate their growth dynamics and to justify that these states have become poles of economic attraction for micro, small, medium and large companies. This has allowed it to underpin its economy at the national level, placing it in the ranking of the ten states with the best economic performance.

In order to provide knowledge, it was necessary to reproduce the information presented by the various sources mentioned above.

Research Approach

The research process frames a qualitative and quantitative approach, which explores the behaviour of two fundamental variables: the Economic Units and the Gross Domestic Product of the states of Guanajuato, Puebla and Querétaro. The aim is to recognise, through descriptive data, whether the creation of economic units has an impact on the generation of Gross Domestic Product (GDP), and thus affirm that the phenomenon of economic growth in these states has led them to become poles of economic attraction.

General Objective

To diagnose the behaviour of economic units in the states of Guanajuato, Puebla and Querétaro, in order to determine their impact on the Gross Domestic Product.

Specific Objectives

– To formulate an economic diagnosis of the aforementioned states.

– Select the variables and/or economic factors for the research project.

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- To design an economic impact matrix for the states.

- Apply and analyse the dynamics and growth rates of the economic factors.

- Carry out a correlation analysis of economic units and GDP as well as the correlation between GDP and employed personnel in each State.

Hypothesis

There is a relationship between the Economic Units and the generation of the Gross Domestic Product of the states of Guanajuato, Puebla and Querétaro.

H_0: The higher the correlation between GDP and the growth of economic units, the less attractive the state is as a pole of economic attraction.

H_1: The higher the correlation between GDP and the growth of economic units, the more attractive the state is as a pole of economic attraction.

Justification

It is imperative to highlight that the success of any economy lies to a great extent in the composition of its added value, which is generated through the different economic sectors, which must respond to the needs dictated by society.

This gives rise to self-sufficient economies, where the creation of economic units is to a large extent the detonating force of these federative entities.

In which economic information is fundamental for every economic entity (family, company, government and external sector), who, in order to make decisions, must recognise the behaviour of the macro-environment, in this case the behaviour of production levels.

Although several articles and/or publications have been written about the states mentioned above, the subject of this line of research is focused on describing and categorising the growth dynamics of each of the states.

The main objective is to diagnose the economic context in which they find themselves and thus determine whether there is a feasible environment for the generation of economic units, which will enable them to trigger economic growth.

We know beforehand that there can be no economic growth without the prior generation of the so-called productive units or economic units, which underpin and strengthen the whole nation.

But for this to happen, there must be a viable environment that allows good economic performance with social responsibility to trigger growth in each federal entity, which is why this study aims to recognise how the main variables such as GDP and economic units have been behaving, together with the four main pillars of economic growth: human resources, natural resources, capital and technology.

The aim is to provide municipalities, businessmen, entrepreneurs and the interested public with a reliable source of information on the dynamics of growth and, above all, on the identification of business opportunities.

In other words, from the perspective of financial management, planning is a fundamental element for the achievement of objectives and goals.

This is subject to the information generated in a situational diagnosis, which makes it necessary to carry out a research exercise focused on diagnosing the economic environment of the aforementioned states, in order to identify their competitive advantages and provide guidelines for the generation of strategies.

Therefore, there is an urgent need to provide a wealth of qualitative and quantitative information that can be consulted by the different economic entities in order to give confidence and strengthen the creation of new economic units.

Methodology

The research process used for this topic revolved around a descriptive approach with a quantitative and correlational design, evidently comparative of various economic factors.

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This was based on the central objective, so that secondary information was collected for the period from 2003 to 2013 in terms of: Economic Units (EU), Gross Domestic Product (GDP), Economic Activities, Employed Personnel and Productivity and Competitiveness Indicators.

The processing of the information was aimed at determining the behaviour of the economic units and recognising their impact on GDP, for which data was collected from the three states of Guanajuato, Puebla and Querétaro. The compilation mechanism was carried out based on the information presented in the official websites of institutions such as: the National Institute of Statistics and Geography (INEGI), the Ministry of Economy (SE), the Ministry of Finance and Public Credit (SHCP).

The National Institute for Federalism and Municipal Development (INAFED), and the web portal of each Federal State; as well as unofficial sources at the federal level, but with recognition and prestige given their content framed in a socially responsible scheme.

Thus, the information platforms on which this research project was built are as follows at the end of the first phase, the collection of data through secondary sources, we proceeded to design an arrangement of hard data by federal entity, variables or characteristics and time period.

This led to the capture and processing of the information, for which horizontal analysis methods were implemented (annual and average annual growth rates), vertical analysis methods (percentage and/or participation structures), and the correlation method, which consisted of carrying out a statistical analysis to accept or reject the hypothesis.

This made it possible to obtain absolute and relative (percentage) statistics for each variable in order to generate a critical, comparative and correlational analysis, to reflect on each economic scenario and to have an impact matrix that would allow us to visualise the products, achievements and benefits of each state, in order to recognise not only the impact of economic units on GDP, but also to identify that these states have become poles of economic attraction for MSMEs and large companies in recent years.

For this purpose, it was necessary to apply the following statistical tools:

$$\mathrm{TCPA} = \left[\left(\left(\frac{AF}{A0}\right)^{\left(\frac{1}{t-1}\right)}\right) - 1\right] * 100 \qquad (1)$$

Donde:
TCPA: Tasa de Crecimiento Promedio Anual.
AF: Año Final
A0: Año Inicial
t: Período de Tiempo o Número de Años

Subsequently, once the methods of horizontal, vertical and correlational analysis had been applied to the arrangement of data, an impact matrix was created and statistical graphs were constructed, which made it possible to visualise the economic panorama of each federal state and to provide guidelines for the critical, comparative and correlational analysis of the different economic variables that make up this study.

Thematically, we show how, through the implementation of average annual growth rates, percentage structures or participations and the correlation method, we were able to diagnose the economic behaviour of each of the states.

The results have multiple uses in different projects and in different sectors, public, private and social. It serves as a reliable and practical source of information, denoting the retrospective behaviour of the main economic variables of the states of Guanajuato, Puebla and Querétaro.

Thus allowing weighty elements for decision making, which contribute to the creation of economic units, economic growth and also to the strengthening of the national economy, without leaving aside the promotion of economic attraction that is also a detonating factor to give guideline to competitiveness and productivity in each state.

Based on the above, we sought to identify how economic units in the last ten years, in each state, have been having an impact on economic performance, in such a way that their product has generated a growth in income (GDP), thus achieving a national ranking of the states with the greatest contribution to GDP, or with the greatest growth dynamics.

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In this way, attention was focused on the economic behaviour of each state, identifying the progressive rhythm of these in the exercise of their economies.

Finally, it is important to highlight that through the correlation method, an analysis was carried out in which GDP was taken as the dependent variable and economic units as the independent variable, which led to the assertion that the greater the number of economic units, the greater the GDP, and therefore the correlation between both variables was high, which means that the greater the number of economic units, the greater the GDP, and the greater the GDP, the stronger the state as a pole of economic attraction.

Results

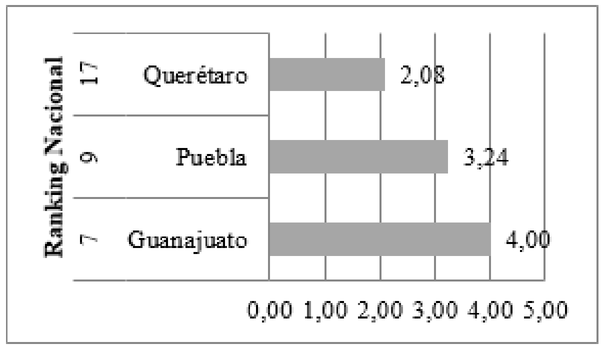
This line of research was centred on a qualitative-quantitative approach, in which the economic behaviour of the states of Guanajuato, Puebla and Querétaro was identified and diagnosed, in order to expose their growth dynamics over the last ten years from 2003 to 2013, This is based on the analysis of the economic units and the valuation of the Gross Domestic Product (GDP), given that both are main elements to detonate the economy, where the latter is part of the System of National Accounts of Mexico, so it is an indicator that allows measuring the productivity of the different factors of production involved in the economy.

In other words, let us remember that GDP is the sum of the market values of all the services and final goods produced by the resources (labour and capital) of the economy that reside in the country.

On the other hand, it is important to note that this item does not include the non-observed economy, which includes the informal and illegal economy.

Based on the information gathered, it was possible to identify that Guanajuato, Puebla and Querétaro ranked seventh, ninth and seventeenth, respectively, in relation to 2013 in a national comparison, thus ranking among the economies with the highest income (GDP).

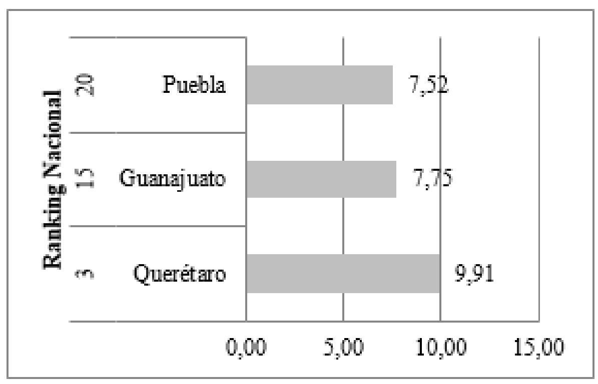
This allowed them to provide a significant contribution to GDP, with Guanajuato contributing 4%, Puebla 3.24% and Querétaro 2.08%, as shown in the following graph.



Graph 1 Gross Domestic Product by State. Percentage Share in Current Values, 2013

In terms of GDP growth dynamics, Querétaro presented an average annual growth rate of 9.9 per cent from 2003 to 2013, placing it in third place at the national level.

Guanajuato was fifteenth with an average annual economic growth rate of 7.75 per cent and Puebla with 7.52 per cent, ranking twentieth.



Graph 2 Gross Domestic Product by State. Average annual growth rate, 2003-2013

Recognising that Querétaro presented a significant economic expansion, given that its economic growth rate is above the national average of 8%, estimated based on the average annual growth rates of all the federal entities in the period from 2003 to 2013. In terms of GDP by major division of economic activities in 2013, Guanajuato contributed 4.57% to primary productive activities, ranking seventh in the national ranking, and in ninth place is Puebla with a share of 4.46%.

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Querétaro contributed 1.57%, placing it in 22nd place. Other relevant results of this primary sector, focused on the average annual growth from 2003 to 2013 in these states, highlighting that Puebla was located in the twelfth place with a growth rate of 7.16%; Guanajuato in seventeenth with average growth rates per year of 6.56%; followed by Queretaro with a percentage of 6.51%, where the average annual growth rate at the national level averaged 6.46%.

Regarding secondary activities the figures are also encouraging, given that Guanajuato in 2013 contributed 4.53% to the nation, thus achieving ninth place, Puebla in eleventh place with a share of 3.14% and Querétaro in fifteenth place with 2.56%.

On the other hand, when comparing the average annual growth rates of this secondary sector in the period covered, Querétaro was observed in eighth place with a growth dynamic of 9.61%; in the case of Guanajuato, the evolution of its economic growth was 7.30%, placing it in fifteenth place. Puebla is in twenty-second place with a rate of 6.85%.

With respect to tertiary activities, which bring together activities related to commerce, services and large-scale transport, it was identified that the states of Guanajuato and Puebla in 2013 were in sixth and seventh place in this national ranking with the greatest contribution to the sector. Guanajuato participated with 2.28% and Puebla with 2.01%, while Querétaro in sixteenth place contributed 1.5% to these tertiary activities.

However, Querétaro, in its behavioural dynamics, was propped up in first place with an average annual growth rate of 10.33% from 2003 to 2013, thus recognising that the tertiarisation of the economy is predominant.

In the case of Guanajuato, its growth rate amounted to 8.15% annual average, taking it to the tenth place, and Puebla to the fifteenth with a growth dynamic of 7.92% annual average.

It is clear that all this derives from the generation of economic units year after year, which are a detonating factor and pillars in the increase of production levels.

This can be demonstrated through the correlation method implemented in this research, where the following results can be noted:

Guanajuato: Correlation analysis between the state GDP of Guanajuato and the growth of economic units.

Año	PIB	Unidades económicas
2003	326,882	150,800
2008	436,671	179,867
2013	617,325	272,635

Table 1 Correlation Analysis Between Guanajuato's GDP and Economic Units

Observing that the correlation was 0.9882 in a general way, this indicates that the correlation between the variables is high. As for the analysis by economic sector we have:

Correlation analysis between the state GDP of Guanajuato and the growth of the economic units of the primary sector.

Año	PIB	Unidades Económicas Sector Primario
2003	326,882	46
2008	436,671	60
2013	617,325	164

Table 2 Correlation analysis between GDP and economic units in the primary sector
R= .9624

Correlation analysis between Guanajuato's state GDP and the growth of economic units in the secondary sector.

Año	PIB	Unidades Económicas Sector Secundario
2003	326,882	18,666
2008	436,671	24,142
2013	617,325	28,494

Table 3 Correlation analysis between GDP and economic units in the secondary sector
R= .9788

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Año	PIB	Unidades económicas Sector Terciario
2003	326,882	132,088
2008	436,671	155,665
2013	617,325	191,341

Table 4 Correlation analysis between GDP and economic units in the tertiary sector
R= .9997

Querétaro

Correlation analysis between Querétaro's state GDP and the growth of economic units.

Año	PIB	Unidades Económicas
2003	143,405	42,524
2008	225,553	56,345
2013	321,858	68,783

Table 5 Correlation analysis between GDP and business entities.
R= .9971

Like Guanajuato, Querétaro also presents a high correlation index between the dependent and the independent variable. The correlation between GDP and economic units by economic sector is reviewed below.

Correlation analysis between Querétaro's state GDP and the growth of economic units in the primary sector.

Año	PIB	Unidades Económicas Sector Primario
2003	143,405	14
2008	225,553	23
2013	321,858	26

Table 6 Correlation analysis between GDP and economic units in the primary sector
R= .9470

Año	PIB	Unidades Económicas Sector Secundario
2003	143,405	4,639
2008	225,553	6,542
2013	321,858	7,340

Table 7 Correlation analysis between GDP and economic units in the secondary sector
R= .9616

Correlation analysis between Querétaro's state GDP and the growth of economic units in the tertiary sector.

Año	PIB	Unidades Económicas Sector Terciario
2004	143,405	37,871
2009	225,553	49,780
2014	321,858	61,417

Table 8 Correlation analysis between GDP and economic units in the tertiary sector
R= .9986

Puebla

Correlation analysis between Puebla's state GDP and the growth of the economic units.

Año	PIB	Unidades Económicas
2004	263,525	165,237
2009	366,427	215,288
2014	499,753	250,622

Table 9 Correlation analysis between GDP and economic units
R= .9850

Puebla also presents a high correlation index as do Guanajuato and Querétaro. The correlation between the dependent and independent variable is analysed by economic sector.

Correlation analysis between Puebla's state GDP and the growth of economic units in the primary sector

Año	PIB	Unidades Económicas Sector Primario
2004	263,525	43
2009	366,427	196
2014	499,753	196

Table 10 Correlation analysis between GDP and economic units in the primary sector
R= .8265

Correlation analysis between Puebla's state GDP and the growth of economic units in the secondary sector

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Año	PIB	Unidades Económicas Sector Secundario
2004	263,525	27,997
2009	366,427	38,606
2014	499,753	42,737

Table 11 Correlation analysis between GDP and economic units in the secondary sector
R= .9483

Correlation analysis between Puebla's state GDP and the growth of economic units in the tertiary sector.

Año	PIB	Unidades Económicas Sector Terciario
2004	263,525	137,197
2009	366,427	176,486
2014	499,753	207,689

Table 12 Correlation analysis between GDP and tertiary sector economic units.
R= .9901

Conclusions

As we can observe in the following table, the correlations of the three states are high, therefore we can conclude that the increase in productive units increases the GDP, making them poles of economic attraction.

Entidad FEderativa	Correlación global	Correlación sector primario	Correlación sector secundario	Correlación sector terciario
Guanajuato	0.9882	0.9624	0.9788	0.9997
Querétaro	0.9971	0.947	0.9616	0.9986
Puebla	0.985	0.8265	0.9483	0.9901

Table 13 Concentrated correlations

In such a way that the creation of productive or economic units gives rise to the generation of sources of income in each economic entity, be it family (individuals), private and governmental companies, propitiating optimal scenarios for aggregate consumption, investment and the creation of new productive agents, adding up as sources of employment and generators of cash flow, thus once again becoming a cycle that detonates and favours the economy.

In addition to this, there are other factors that give a greater value to the above mentioned in economic matters, so if these elements are combined in such a way that they encourage MSMEs, large companies, the government or the external sector to invest or generate traditional or innovative projects, there will be a sum of efforts that give a guideline to economic growth..

Finally, it is important to recognise that productivity and competitiveness are important elements that act as underpinning forces for the propitious economic attraction or the formation of economic attraction poles, as in the case of the federal states under study.

Finally, it is important to recognise that in order to do so, it is essential to identify favourable socio-economic environments in order to take advantage of the competitive advantages they provide for the performance of the business opportunities demanded by society.

Indicador	2003	2013	TCPA 2003-2013 (%)	Ranking	Participación %	Ranking
PIB (Millones de Pesos)	125,148	321,858	9.91	3	2.1	17
Actividades Primarias (S1)	4,241	7,970	6.51	18	1.57	22
Actividades Secundarias (S2)	54,474	136,352	9.61	8	2.56	15
Actividades Terciarias (S3)	66,433	177,537	10.33	1	1.5	16
Unidades Económicas S1	14	26	6.39			
Unidades Económicas S2	4,639	7,340	4.70			
Unidades Económicas S3	37,871	61,417	4.95			
Personal ocupado. Universo total	374,470	601,554	4.85			
Personal ocupado total.	277,336	459,265	5.17	2	2.10	
Personal Ocupado S1	394	168	-8.17			
Personal Ocupado S2	110,896	314,535	10.99			
Personal Ocupado S3	166,046	144,562	-1.38			

Table 15 Queretaro Impact Matrix, 2003-2013

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Conclusions

Based on the information gathered, it was possible to identify that the states of Guanajuato, Puebla and Querétaro have shown outstanding economic performance over the last ten years, from 2003 to 2013, and have therefore become centres of economic attraction.

Guanajuato: In 2013, 5.2% of economic units nationwide were concentrated in this state, which increased its economic units by 145.89% from 2003 to 2013, going from 150.8 million to 219 million 999 million. million 800 thousand to 219 million 999 thousand economic units, thus achieving an average annual increase of 3.85% of economic units, so that these were triggers for the generation of a significant Gross Domestic Product (GDP), thus achieving a participation in 2013 of 4% of the National GDP, ranking in the ranking with the highest contribution in position seven. Its annual average growth dynamic was 7.75%, placing it in the ranking in fifteenth place, indicating that in recent years its growth rate has not been as strong, however, it has presented a good economic performance.

In which secondary activities have been favoured with an average annual growth of 7.30%, so that its participation in the GDP by large division of activities allowed it to contribute 4.53%, this being a key factor to be placed on the ninth step, however, the sector with the highest growth is the tertiary sector, in which in terms of percentage participation allowed it to be in the sixth place, highlighting that the dynamic growth of economic units was of 3. 85%, with a nationally employed personnel uptake of 4.9% in 2013, which meant that it is one of the economies with the highest uptake of human resources, given its place in fifth position in this ranking.

This means that Guanajuato can be framed as an entity with higher employment generation and diversification, given that most of it is working in non-governmental private productive sectors.

However, in terms of labour productivity, it is below the national average of 662 pesos, a figure in which Guanajuato reported in 2012-2013 an amount of 588 pesos, an element that points to the concept of wage poverty. 588 pesos, an element that points to the concept of wage poverty.

But not everything is grey, given that this entity supports the promotion of exports and labour diversification as mentioned above, indicating that it has a percentage of 2.7% of the population employed in government, so the rest of this population is located in various private productive activities.

Based on the above, it can be corroborated that derived from its favourable growth in the economic units, it has been able to support in the participation of economic income to the Nation, where its three economic sectors are highly dynamic.

Puebla: One of the most relevant aspects is that in terms of contribution to the National GDP, it occupies the ninth place with a dynamic of annual average growth of 6.61% from 2003 to 2013. However, its average annual growth rate regarding the generation of economic units in the primary sector is significant, given that it rose to 16.38% annual average for the same period, so that the number of people employed in this sector also increased, reaching an average annual growth rate of 15.85%.

On the other hand, its tertiary activities marked a favourable growth rhythm with an average annual growth rate of 7.92%, which placed it at number seven at the national level, thus highlighting its participation in Mexico's economy.

In terms of the behaviour of its economic units in the last decade, it generated an average annual growth rate of 4.25%, belonging to the ranking of entities with a growth rate in production units; however, in terms of employed personnel, it ranked nineteenth, which is worrying, because it denotes a low uptake of human capital.

Querétaro: Although this state ranked seventeenth in terms of contribution and/or participation in GDP, it can be seen as a promising economy, given its accelerated growth rate, since in the period from 2003 to 2013, its economic units increased by an average of 4.93% per year, placing it in tenth place in the national ranking in terms of the generation of economic units.

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This had an impact on its GDP growth dynamics, achieving an average annual growth rate of 9.91%, and thus ranking third at the national level with the highest growth rate in income.

This in turn had a favourable impact on the attraction of employed personnel at the national level, as its growth in labour demand managed considerable and dynamic figures.

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A comparative study of social responsibility policy in the private business sector and public universities

Estudio comparativo de la política de responsabilidad social en el sector privado empresarial y la universidad pública

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Abstract

This paper is based on identifying the differences and similarities in social responsibility in the public and private sectors, and how it has evolved. Grupo KUO, companies in the automotive sector and the Autonomous University of the State of Mexico as a public institution, around specific rules of application materials, retaking the standards developed by the ISO 26000 standard for liability: for this article two case studies were taken social. Finally able to identify the impact that social responsibility in every organization, not just internal or institutional form but also in their environment, enabling display the impact thereof, together in the cultural and social context.

Social responsibility, Work environment, Organization, Society

Resumen

El presente trabajo se basa en identificar las diferencias y similitudes en materia de responsabilidad social en los sectores público y privado, y cómo ha evolucionado ésta. Para el presente artículo se tomaron dos casos de estudio: Grupo KUO, empresa del sector automotriz y la Universidad Autónoma del Estado de México como institución pública, en torno a materias normativas específicas de aplicación, retomando los estándares desarrollados por la norma ISO 26000 para responsabilidad social. Finalmente se logró identificar el impacto que genera la responsabilidad social en cada organización, no sólo de forma interna o institucional sino también en su entorno, permitiendo visualizar la incidencia de la misma, de manera conjunta en el contexto cultural y social.

Responsabilidad social, Ambiente laboral, Organización, Sociedad

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Introduction

Social responsibility has gone through several paths, both in the public and private sectors, and one of the main characteristics of how it has been conceived is the perception that society has of the outside of the organisation. However, over time this has been complemented for various reasons, whether it be radical changes in societies, in the structures of organisations, in the political, legal, economic, cultural and even religious environment.

The present work addresses points of social responsibility that are currently practiced in organisations in different sectors, its importance lies in the fact that the design of the strategies of each of these is no longer only to provide a good, service, product or training, but it is also important to create initiatives that comply with the basic principles of social responsibility to improve the working conditions of employees and members of the same and their environment, it is important to note that each organisation provides a benefit to society, this can be economic or social. It is considered that the added value of the present work with respect to those that have been proposed is that the subject has been approached from a practical perspective within the organisations, with lived experiences and justified by means of the basic principles of the ISO 26000 standard, in both institutions.

The main characteristics of this work are:

– The information generated was based on policies and procedures established within the principles and policies governing each of the organisations.
– Practical application of SR principles in each organisation.
– Principles based on existing standards, which have been incorporated into the quality management systems of each organisation.
– Case study in two types of private and public organisations.

Establishing differences and similarities in the application of the principles of social responsibility will generate actions within the different working groups that will strengthen the relationships in themselves that satisfy the non-operational needs in their environment.

As well as create synergy in the application of these in each of the institutions in groups interested in this to create action plans that allow them to comply with the basic principles in the field of social responsibility.

Explanation of the sections of the article

Section 1 defines social responsibility in the private sector, its history and how it has evolved over time, as well as the basic principles of the different agencies and actors in this field. The basic principles applied in this sector and its contributions to society.

Section 2. It establishes the conception of some authors and the very principles of the university in terms of social responsibility applied to the university community, mainly focused on the training of students in the scientific, technological, humanistic and artistic fields, with an awareness of their training in social responsibility to create initiatives that promote the integration of society with productive organisations in order to create value through educational and professional processes.

Section 3, explains and establishes the differences in the application of the principles of social responsibility in different organisations, which in fact, as principles and conceptually speaking are similar, however, in the application itself they differ in the practical application, this is depending on the strategic conception and the values, mission and objectives of each institution.

Section 4, this section sets out the different social security principles applied in the private sector, specifically in the KUO Group, which are part of its policies and procedures in a strategic way that brings a common commitment and gives great importance to the application of these principles.

Section 5, the fundamental idea of this section reflects the university's commitment to legal issues and is based on the university statutes themselves, which are focused on strengthening and perfecting an awareness of responsibility and commitment to society based on the planning of educational programmes that develop these competences in the university community.

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Section 1. Social responsibility in the private sector

Nowadays there is a lot of talk about corporate social responsibility. This concept is important to define depending on the conditions and policies established by each organisation. However, in order for it to act from a systemic and broad point of view, it is necessary that it is incorporated into management processes and, therefore, that it becomes an integral part of the strategic planning of the business, given that in this type of implementation, it is necessary that each member of the organisation participates with their respective roles and responsibilities. From the plant manager to the operator in the most basic processes of the organisation.

Generally, social responsibility is associated with governmental requirements, but it is necessary to go beyond the regulatory part and has to do with the relationship with the social environment in which the activity of the companies must be developed. Cajiga (2014) sees it as "a business vision, regardless of the line of business, sector, size or nationality, which must integrate various aspects into the management of its activities such as: respect, ethical values, the community and the environment" (p.2). Correa Jaramillo (2007) defines it as "the responsibility that the company has or assumes towards society in general" (p.89).

In the last century, the first studies on this subject were carried out in the United States of America, and from these studies came the Declaration of Finland (ILO), which began with the approach to employer obligations between the 1930s and 1940s and which years later would have "great impact by consolidating a set of recommendations for governments, companies and workers, seeking to ensure that multinational companies contribute positively to economic and social progress, ensuring that the difficulties generated by business operations would be resolved" (Vélez, 2011, p. 64).) some of these difficulties are employment, vocational training, wages, hygiene, safety and labour relations. In the 20th century, the concept of social responsibility gradually evolves and undergoes a series of changes that are managed in government institutions through public organisations in charge of providing solutions to the needs of society as institutions and government.

Correa (2007) points out that companies must maintain collaborative obligations to face social changes, the company through awareness-raising and the government through the regulations that emanate from it.

One of the challenges facing large cities and companies today is to implement sustainable projects that improve the quality of life of their employees and society. Currently, business conception is betting heavily on having optimal working environments and seeks the dignity of jobs, of course, without detriment to profits for its shareholders. The company must take into account that its actions invariably affect the quality of life of its workers and the communities in which it operates. Social responsibility is an issue that is not limited to the social or environmental actions developed by the organisation in the community, but also implies effective communication and interaction with the various sectors related to the organisation.

In this sense, the business sector conducts business based on actions duly aligned to strategic objectives, considering financial or material resources and the most important element of all organisations "human talent". "The need for an ethical approach to the situations described above has led intellectuals, academics, civil society organisations, politicians and governments to show concern about the role of organisations" (Aguilar, 2008, p.181).

It is important to point out that the management and implementation of social responsibility in an organisation will depend to a large extent on the size of the organisation, some of the factors that intervene are: The economic power of the organisation, because within their principles they have allocated resources for these purposes, these practices somehow gives them recognition in society and increases the likelihood of success of their strategies, on the other hand is positioned in the market in a positive way, and consolidates its reputation widely. Pérez (2010) states that from an economic approach, the size of the organisation has a lot to do with the way in which social responsibility is promoted.

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The institutions in charge of promoting social responsibility initiatives nowadays have had greater influence in the North of our country, positioning Monterrey as one of the main actors in this sense, since "there was an economic link between the founders of these companies by establishing a community of principles where businessmen differentiated themselves from other businessmen by having a concern for problems outside the company" (Cerutti, 2000, cited in Pérez, p.6).

The term corporate social responsibility implies guaranteeing the success of the company by integrating social and environmental concepts in its activities, i.e. it must satisfy the needs and demands of customers, but at the same time manage the expectations of workers, the community and its environment positively, so that it is encompassed in a scheme integrated by three environments mentioned by González (2011): social, economic and environmental.

According to the Mexican Centre for Philanthropy, Corporate Social Responsibility comprises only four basic and strategic lines or areas that explain its presence in all company activities.

a. Ethics and corporate governance.
b. Quality of life in the company (social dimension of work).
c. Linkage and commitment to the community and its development.
d. Care and preservation of the environment.

Based on the above, this unit establishes certain universal business principles which ensure its successful implementation:

1. Respect for the dignity of the person.
2. Decent employment.
3. Solidarity.
4. Subsidiarity.
5. Contribution to the common good.
6. Co-responsibility.
7. Trust.
8. Business ethics.
9. Prevention of illicit business.
10. Community outreach.
11. Transparency.
12. Honesty and legality.
13. Fairness and equity.
14. Entrepreneurship.
15. Social development.

Villalobos Grzybowicz states that:

Corporate Social Responsibility is today an added value and a competitive advantage for the company. Those companies that incorporate or reinforce their social responsibility actions today will do so at their own pace and according to their possibilities; tomorrow they will have the demands of the environment. (2004, quoted in Cajiga, p.9).

Like any company, the social part must create value for all its investors, however.

What defines and specifies that this can be considered as a socially responsible company has a specific and clear purpose, Barrera (2007), for his part points out that there must be a proactive socio-economic insertion of the human being and strategies oriented to the solution of social problems, which must be materialised in the institutional mission.

Therefore, for all of the above, corporate social responsibility in the private sector is a series of defined and duly politicised actions and strategies with the aim of creating value through a favourable and dignified environment that ensures the integrity and quality of the workplace, providing welfare for the members of the organisation that increases wealth, ensuring participation in the market, creating mutual benefits for society, the community and the nation through its sustainability.

Section 2. Social responsibility in the university environment

In the area of public universities, we will initially address some of the contributions of various authors and their conception of university social responsibility, to continue with some of the contributions of institutions.

In this sense, it is important to define university social responsibility, Alma Herrera Márquez (2008) indicates that it is the means through which a link is generated between the knowledge (scientific, technological, humanistic and artistic) produced by the institution, applied to current problems in the local, national and global spheres, whose objective is to raise the quality of life and promote the "social utility of knowledge" implying bidirectional perspectives between the university and society.

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On the other hand, Vallaeys speaks of a new management policy applicable to all organisations (public and private) without any exclusion and which makes them responsible for the social repercussions induced by their operation, preserving the impacts and collateral effects, because as he points out "democracy was born in Greece, but it is not only made for Greeks" (2010, p. 28).

Daniel Cohen, in this sense, points out the importance of refocusing university activities as an instrument for improvement, since public universities are committed to integrating young people and graduates into society who have the capacity to respond to and generate solutions to the problems demanded by the society in which they are immersed through interdisciplinary, transdisciplinary and multidisciplinary networks. In the same way, he points out that one of the challenges facing the university is precisely that of building social processes in such a way as to achieve a sustainable and regional identity that generates a balance between real needs and the impact on the conversion of university communities, in such a way that it moves through holistic thinking and leads to associative, relevant and quality learning. In line with the thinking of Vallaeys (2010), he mentions that the daily actions of universities have various impacts in terms of social responsibility, such as:

Organisational functioning, which is derived from all the values that are manifested in the university students and which are transmitted, generating a domino effect.

An educational impact, insofar as there is a direct impact on the training of young people and professionals.

A cognitive impact, which is generated through the knowledge derived from knowledge management and teaching, finally,

A social impact, which can be seen through the links it creates with the external social reality and its participation in it.

In this way, it can be seen that the authors, when speaking of university social responsibility, consider the training of university students, oriented towards facilitating the university's objectives. For this reason, Carmen de la Calle Maldonado points out:

"To train integrally means, then "to become what we are" [...], integral training promotes a synthesis of knowledge so that university students do not lose the deep sense of their knowledge and their ordination as a person, an integration of knowledge facilitated by reflection and interdisciplinary communication" (2007, p. 47-66).

Now, the National Association of Universities and Higher Education Institutions (ANUIES, 2012) has a strong impact on this issue, as it participates in the development of education through its initiatives, since it states that Higher Education Institutions (HEIs) must provide knowledge translated into options for solving the complex problems facing the country's development and with special attention to the needs of local development, indicating as a strategic element the link with its environment, reinforcing institutional and inter-institutional programmes and actions.

ANUIES also comments that the problems currently facing the country, especially violence, will not be solved by corrective programmes alone; what is required is a long-range vision of quality education with social responsibility, since this will allow millions of Mexicans to be incorporated into the country's development, not only in terms of generating greater opportunities for social and productive insertion in licit and stable activities, but also in terms of moving towards a culture of peace, the strengthening of democracy and, finally, towards social cohesion and the well-being of societies.

The same institution points out that "it will be unavoidable to achieve full articulation between the different substantive functions carried out by HEIs... to achieve greater articulation between educational policies and those of science and technology, in order to build a new institutional architecture" (ANUIES, 2012, p. 1). (ANUIES, 2012, p. 66). To this end, it indicates that institutional and inter-institutional linkages must be strengthened, since this is one of the crucial axes that will enable the development of the higher education system to be enhanced.

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On the other hand, UNESCO (1998), among its most relevant tasks, includes education for peace, human rights and democracy, indicating that education in the 21st century should be based on a culture of peace, HEIs should provide university students with the ability to enhance their capacities with a sense of social responsibility, so that their participation in society can promote change towards equality, solidarity and a sense of justice.

Section 3. Comparison of principles applied in the private sector and public universities

In order to establish the comparative points between the two sectors, we will work with the ISO 26000 standard, which is designed for both public and private institutions and is universally applicable, as well as integrating the fundamental subjects on which social responsibility should be oriented, which are described below:

1. Governance of the organisation - indicates that it is the fundamental pillar, since it is the basis for decision-making for the achievement of objectives that will open the way to change, resulting in socially responsible conduct.

2. Human rights - are those inherent to people and which are divided into eight issues that organisations must address in order to generate respect, protection and satisfaction: due diligence, risk situations, avoiding complicity, resolving complaints, discrimination and vulnerable groups, civil and political rights, economic, social and cultural rights, as well as fundamental principles and rights at work.

3. Labour practices - are all those activities and policies by which an organisation can influence the social context, covering five areas: work and labour relations, working conditions and social protection, social dialogue, health and safety at work, and finally human development and training in the workplace.

4. Environment - adopting a holistic approach to the environment and its interrelationship with the organisation, based on four principles: prevention of pollution, sustainable use of resources, mitigation and adaptation to climate change and finally the protection of the environment, biodiversity and restoration of natural habitats.

5. Fair operating practices - refers to the ethical behaviour of organisations in all directions (stakeholders) based on: anti-corruption, responsible political participation, fair competition, promoting SR in the value chain and respect for property rights.

6. Consumer affairs - points out the importance of the organisation assuming its responsibility towards consumers by providing them with education and truthful information.

7. Active participation and community development - consists of organisations developing processes and policies that contribute to the development of the communities in their area of influence in areas such as: active participation in the community, education and culture, job creation and skills development, technology development and access, wealth and income generation, health and social investment.

Based on these seven core areas of application in this theme, only four will be addressed whose application is addressed by both sectors, as shown in the table below:

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ISO 26000	SECTOR AUTOMOTRIZ	UNIVERSIDAD PÚBLICA
Derechos humanos.	Rechazo al trabajo infantil y combate a la corrupción.	La formación de la comunidad universitaria como seres libres, reflexivos y responsables.
Medio ambiente.	Política de sustentabilidad ambiental con objetivos de reducción de uso de energéticos, reducción de emisiones contaminantes y de generación de residuos.	Búsqueda de la sustentabilidad basada en principios y valores humanos.
Prácticas justas de operación.	Calidad de vida en la empresa y mantenimiento de operaciones seguras. Dignificación de las áreas de trabajo y servicios internos. Capacitación constante de los colaboradores para el desarrollo de los mismos.	La responsabilidad como conciliación entre lo individual y lo comunitario, el respeto a otras formas de vida, pensamiento y actuar, la pluralidad para convivir de manera armónica con otras maneras de ser y pensar.
Participación activa y desarrollo de la comunidad.	Relación positiva con la comunidad y diálogo con nuestros públicos de interés. Donaciones en especie y voluntariado a las comunidades marginadas.	Formación integral, que permita servir a la sociedad y coadyuvar a la problemática de la misma dando respuesta a las necesidades más sentidas de los grupos sociales, con especial énfasis en los sectores más vulnerables.

Table 1 Comparative table (ISO, automotive sector and UAEM) in terms of social responsibility

In terms of human rights in the automotive sector, the focus is on the dignity of workplaces in terms of facilities and services for employees under an optimal working environment for the performance of their duties, all through a code of conduct that regulates the relations of employees at all hierarchical levels.

On the other hand, the university focuses on the formation of university students under a scheme of "humanism that transforms", which consists of attending to the needs of the community through dialogue and an educational, creative and sensitive capacity towards the diverse problems of the environment that is reflected in the actions of the university students in the external environment that surrounds them.

In the second section, with regard to the environment, there are policies in the automotive sector for the reduction of energy consumption through initiatives to regulate and promote investment projects aimed at saving electricity, gas, petrol and diesel, among others. In the university sector, it is about the search for sustainability that ensures the quality of life of our society as well as of our future generations through the manifestation of university principles and values. There is consistency in both sectors in terms of the development and implementation of brigades for the cleaning of green areas, reforestation campaigns, recycling of materials such as pet and paper, among others.

For fair operating practices, the company has implemented processes and devices that facilitate the execution of the different operations in the production lines in such a way that it prevents operational risks, increasing the quality of life of its members, in this sense, investments are planned for this purpose. The university, for its part, disseminates and promotes the use of principles and values to generate a harmonious environment in which its community can develop, generating a conciliation between the individual and the collective.

Finally, the company's contribution to the active participation and development of the community.

It generates links for the economic and social development of its operating environment through social programmes to improve the quality of life, as well as permanently maintains a scholarship programme to receive students from high school and higher education in order to provide capacity building and entrepreneurial skills, it also has various supports for the children of employees whose purpose is to ensure their educational training. As for the university, it is focused on a comprehensive training focused on the most vulnerable sectors of the State of Mexico through the linkage with various sectors to transmit and implement the knowledge to respond to the current problems of the environment through the ethical procedure involving both activities or functions adjective and substantive of the institution itself, such as:

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Teaching, research, tutoring, administrative aspects, social service, professional practice, among others that are offered both internally and externally that allow linking the university with society (agreements with other institutions, business consultancy and training, among others), working to generate support mechanisms for both economic and behavioural risk groups.

Section 4. Case Study: KUO Group

The group's corporate website contains the principles of social responsibility that underpin the application of these measures and are the policies on which the operation of all business units linked to the group is based. The commitment to employees, the community in general and the environment is reflected in the operations. It focuses on finding solutions that contribute to the well-being of future generations.

The social responsibility policy is based on respect for and compliance with the following principles:

- Equal opportunities
- Rejection of child labour
- Quality of life in the company
- Maintaining safe operations
- Positive relations with the community and dialogue with our stakeholders.
- Combating corruption.

KUO Group companies are part of the economic development of the communities in which they operate. Each of them has social and environmental programmes aimed at improving the quality of life of their neighbouring communities.

The Group attaches great importance to the training and development of its employees, so that within the organisation training plans are generated for all hierarchical levels ranging from operational staff to general management, on the other hand it supports unionised staff to complete their secondary and high school studies, and scholarships are awarded to the children of staff who have a good average, among other activities.

The KUO Group has an environmental sustainability policy that focuses on the protection of life and the environment. This includes objectives to reduce energy use, pollutant emissions and waste generation.

Most of the KUO Group's plants have the Clean Industry certificate awarded by the Mexican environmental authority (PROFEPA) and are ISO 14000 certified.

The initiatives generated in this sense are based on the creation of a committee in charge of regulating good practices in the field of clean business and are followed up through corporate forums where performance indicators are presented, through defined environmental policies applicable to each business unit.

These initiatives precede a series of strategies generated to reduce energy consumption and emissions into the environment, so that the key points to be fulfilled within the values established by the corporate management are implemented within the strategic objectives; on the other hand, investments are made to develop sustainable projects that minimise energy consumption, where biodegradable products that contribute to the preservation of the environment are incorporated.

Section 5. Case study: UAEM

With regard to the Autonomous University of the State of Mexico, as part of its principles, it expresses its legal commitment to social responsibility, starting with the statute of the university itself, where throughout the document it mentions the activities that it develops and that are a function of this social commitment, both at the institutional level and as a fundamental part of the university's duties and those of the community itself, As it states in article 3 bis "In addition to the principles set out in article 3° section VII of the Political Constitution of the United Mexican States, the University will promote and strengthen among its members, the values and principles connatural to its being and duty to be.

These are: democracy, social responsibility, justice, pluralism, identity, transparency and accountability". (University Statute of the UAEM, 2014, p.27).

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In this way, when talking about its members, it involves authorities, academics, students and of course administrative staff, being understood as a whole as a university community, likewise when mentioning the being and duty to be, it refers to the day-to-day activities of university life, so also in its article 16 it points out in its section IV as one of the university duties, the respect for the integrity of the individual and society.

Subsequently, in Chapter VII on university responsibility, it mentions all those actions or omissions that may cause offences, among which the following stand out: harm to members of the community (whether physical or moral), damage to university assets, the use of apocryphal documents for any purpose, entering university facilities under the effect or using any drug, alcoholic drink or any narcotic, discrediting the institution, using university resources for personal or third party benefits, as well as abusing authority.

With regard to teaching, the same document indicates that this activity should be oriented towards students developing a social conscience and a critical stance, as well as a comprehensive education that will enable them to serve society and contribute to its problems. With regard to academic work, it must also be guided or directed towards preserving, transmitting, extending, etc., humanism, culture, art, science and technology, in such a way as to open up to the solution of social problems and needs.

And it not only remains in these contributions, but also transcends towards what is research, as it directs this activity not only to man and society but also to nature and everything that happens between them, through its knowledge and understanding, as well as to raise the conditions of life (social, political, economic and cultural) through the development of knowledge related to these problems.

Another important aspect is how it mani fests itself through the orientation of cultural dissemination as indicated in Article 62, section IV, which states: "To promote in university students the strengthening and improvement of a sense of responsibility and commitment to society, as well as an identity with the University" (University Statute of the UAEM, 2014, p. 54).

Among other actions aimed at this dissemination is to extend the activities of the institutional work to support the community and society, as well as social service activities and professional practices are conducted preferably to the needs and social requirements. Emphasising that collaboration, co-responsibility and reciprocity with the sectors of society should be promoted.

Finally, it also enshrines responsibility within institutional planning, as article 125 mentions that this system will be open to the extent that it will take into account the circumstances, conditions and needs of the state, as well as national and universal ones, in its condition as a service institution, taking into account the evaluation of its activities to determine both the results and their quality, considering their social impact and effectiveness, being flexible and adaptable to changes in the institution and its environment.

Moving on to another level, the UAEM law (2014) also mentions its commitment to this social responsibility through the academy, understood as a unification of wills of university students towards promotion, to raise awareness of social commitment and solidarity. In the same way, article 15 states that "University research will be the creative exercise of the members of the community that generates, rescues, preserves, reproduces and perfects universal knowledge. Within the framework of freedom of research, it will be linked to state, regional and national problems" (p. 12).

As can be seen, there are various instruments where the Autonomous University of the State of Mexico emanates its institutional work with social responsibility. Another example is reflected in the Institutional Development Plan, which mentions a model of higher education with features in the "Search for sustainability based on human principles and values" (PRDI, 2013-2017, p. 22).

The same document states that for the positioning of the UAEM, the university "joins the national education project and is included in the transformations that enable the implementation of an education oriented towards responsibility and internationalisation through a project of innovation, inclusion and quality" (PRDI, 2013-2017, p. 30).

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One of the main challenges that the PRDI guideline frames is the promotion of educational opportunities for regions and social and ethnic groups for a more equitable distribution, as well as the strengthening of academic programmes and mechanisms to facilitate access.

The PRDI guideline speaks of a "humanism that transforms" where it refers to the formation of the university community as free, reflective and responsible beings, which will promote it as a way of life and action in society, through various principles, among which it mentions: Responsibility as a conciliation between the individual and the community, respect for other ways of living, thinking and acting, plurality to coexist harmoniously with other ways of being and thinking, and one of the most important, sustainability, to bequeath a better world to future generations.

One of the cross-cutting axes through which institutional efforts will be oriented is to create empathy with the State of Mexico, to the extent that it embraces the challenges it faces, opening up to social welfare, enriching culture, economic growth and, above all, promoting sustainable development. Likewise, through entrepreneurship focused on MSMEs through business incubators to promote innovative projects that support economic growth, sustainable development, job creation and therefore the welfare of the population.

Another document that provides evidence of this is the quality manual of the UAEM (2010), which indicates that social responsibility is not an instrument that provides an added value or a virtue, but is perceived as a means to remunerate trust, benefits and its raison d'être to society, with emphasis on the most vulnerable sectors.

Conclusions

As can be seen, social responsibility is directly related to the fundamental points that are encompassed internationally. However, each of the sectors has different ways of contributing to each of them. Although the principles are similar, the actions to respond to this issue are somewhat different, which depends largely on their own institutional objectives, as well as on the policies, operational processes and the very nature of each one of them.

Taken together, it can be seen that both sectors have a strong concern and commitment to their environment and the active constituents that make it up. In some aspects, the company has a greater impact on productive, economic and social development, while the university has a greater impact on intellectual, cultural and social development. It is therefore important that social responsibility is promoted in a global and balanced way in both sectors, as this implies that participation in it should start in university education, which will enable the preparation of future leaders and managers of organisations who will take these competences to their professional sphere.

This awareness of social responsibility that influences clients or consumers seeks commitments on the part of organisations to the environment and the social environment; companies must respond by offering proposals that balance the interests of all groups, with the aim of implementing sustainable growth that adds value to both the organisation and the community in which it operates. The commitment acquired by organisations with Social Responsibility generates benefits for the groups involved, as the company and the university must focus their efforts on generating benefits that are not only economic, environmental or of any other nature, but that go much further, transcending to the social and community order.

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Knowledge creation and transfer in a public organisation

Creación y transferencia del conocimiento en una organización publica

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Abstract

The main theme of this research study is to ascertain how knowledge is identified, acquired, transformed and distributed in a public organization. The methodology of the study is based on the paradigm proposed by Paramo (1999), "Reconstruction of the Totality", and is aimed at finding the reality of the fact being studied. It is qualitative, inductive and cross-sectional, aided by certain quantitative aspects. For the field work, tools such as non-participatory observation, questionnaires and documental analysis, as well as questionnaries used inside ans outside the organization, were used. Results of this research point that even though the organization analyzed, it actions that create and transfer knowledge, not all have this intention or are planned for this purpose.

Knowledge, Creation, Transfer

Resumen

El tema central que guía este trabajo de investigación alude al conocer de qué manera se identifica, adquiere, transforma y distribuye el conocimiento en una organización pública. El método del presente trabajo se basa en el paradigma propuesto por Paramo (1999) "Reconstrucción de la Totalidad", intentando conocer la realidad del hecho que se estudia. Trabajo de tipo cualitativo, inductivo y transversal, que se apoya en ciertos elementos cuantitativos. Para la investigación de campo se utilizaron herramientas tales como: la observación no participante, cuestionarios y análisis documental, así como el levantamiento de cuestionarios al interior y exterior de la organización. Los resultados de la investigación refieren a que aun cuando la organización analizada, realiza acciones que de creación y transferencia del conocimiento, no todas las realizadas tienen esta intención, o son planificadas con este fin.

Conocimiento, Creación, Transferencia

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Introduction

Since the beginning of the history of organisations, there has always been an interest in improving their processes (Argyris and Schon, 1978; Nonaka, 1991; Kogut and Zander, 1992), which makes sense when considering the importance of knowledge in the organisational world since the beginning of the last century. In the knowledge society (Angulo, E. and Negron, M., 2008), where processes such as the creation and transfer of knowledge are seen as determining elements for the achievement of organisational objectives (Mejía and Colin, 2013).

Organisations must contain elements within themselves that allow them to create and transfer the knowledge found in their internal and external environment (Nonaka and Takeuchi, 1995), as knowledge not only allows entities to adapt to the uncertain and uncontrollable context in which they develop (Chin, 2003), but also, if well used, gives them the possibility to act appropriately towards the achievement of their objectives and successes (Argyris and Schon, 1978); Kogut and Zander, 1992; Canals, 2003 and Senge, 1994); however, there are several organisations today (González, Joaquí and Collazos, 2009) that do not clearly and precisely recognise the guidelines to follow in order to create and transfer knowledge.

Management, according to Drucker (2005), must ensure the application and execution of knowledge in the organisation it represents. The use of knowledge and information allows organisations to innovate, improve efficiency and position their products and services in the market, which leads to a new economy in which people and their knowledge represent a strategic element for the achievement of optimal organisational results (León, Castañeda and Sánchez, 2007). Knowledge (Vargas, 2008) allows an organisation to adapt to the demands of its environment.

The general objective of this study was to identify how a public organisation in the administration of the municipality of Guanajuato creates and transfers knowledge within it, as well as to analyse the organisational elements that promote these processes.

This transversal and qualitative work, supported by some quantitative instruments, is framed in four main stages: The first stage consisted of the review of the state of the art and the theoretical conformation that will support it through the review of texts, journals and scientific publications, the theoretical framework was formed, thus determining the nodes of the research as well as the postulates that aim to respond to them;

The second, which focused on the methodological design for the observation of the object of study; the third part, field work and data analysis, and then in the fourth stage, concluding with the elaboration of conclusions and report.

Literature review

One of the effects of the Information Society has been the imperative need to select, process and transform data into knowledge. In 1993, Peter Drucker, stated that directed learning processes within organisations encourage the transformation of information into knowledge for use. Information by itself is difficult to define; delineating data from information and knowledge is a complex process (Davenport and Prusak, 1999).

They affirm that data are pure observations made by people, and that their value and relevance for the generation of information is given by people, i.e. people convert data into knowledge as a result of a process of reflection and synthesis. The complexity of this process lies largely in the indispensable involvement of people in it. Wiig (2000) noted that the sequence of data, information, knowledge and wisdom does not always occur in a linear fashion and that the discontinuities between them are what allow each one to be delimited from the other.

Trying to address this conversion of data into knowledge, some authors speak of know-how (Leibowitz and Beckman 1998, Sena and Shani 1999), which they refer to as the specific knowledge that gives a person the ability and expertise to perform a given task with ease and efficiency, making him/her an "expert" in that action, which in turn allows the generation of new experiences and information, i.e. a continuous re-continuation of this continuum.

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Knowledge: characteristics and classification

Nonaka (1991), suggested the classification of knowledge in two, according to the type of organisation to be treated, i.e., those that mediate their development based on effectiveness, efficiency and cost reduction, used structured knowledge; while organisations that focused on meeting the requirements of their customers used subjective knowledge, which arises from the experience of their employees. Based on the above statement, several authors (Badaracco 1991, Blacker 1993, Cook and Yanow 1993, Hedlund 1994 and Spencer 1996) admit and comment on the classification of knowledge into tacit and explicit knowledge Knowledge, a human process of creative construction, dependent on the experience and optics of the individual who creates it (Von Krogh, 1998), dynamic and goal-oriented.

Tiwana (2002) described three categories of knowledge: Core knowledge, knowledge that is essential for the operation of the organisation, but does not in itself represent a competitive advantage; Advanced knowledge, knowledge that represents the company's superiority over its competitors, only in some areas; and Innovative knowledge, knowledge that differentiates the organisation favourably from its competitors, placing it as a leader at least in its own sector.

Sveiby (1998), considered that knowledge can be tacit, because each meaning of it is vulnerable to the particular experiences of the person who possesses it; dynamic, because it is oriented to action, it is capable of generating new knowledge, transforming itself and in most cases perfecting itself; delimited, due to the creation schemes existing in the human brain that processes it; and movable, due to its capacity for transfer between people.

Tiwana (2002) described three categories of knowledge:

a. Core knowledge, knowledge that is essential to the operation of the organisation, but does not in itself represent a competitive advantage.

b. Advanced knowledge, which represents a company's superiority over its competitors only in some areas.

c. Innovative knowledge, knowledge that differentiates the organisation favourably from its competitors, placing it as a leader at least in its own sector.

While some authors have classified knowledge according to its nature, others have done so according to its level of importance in the actions of organisations, which, by contrasting these two dimensions, allows us to have a better reference for the identification and determination of knowledge in organisations.

Sources, creation and transfer of knowledge

With the intention of considering the actions that can allow knowledge to be obtained in the organisation, Tobin (1996) has suggested the following:

Buying knowledge, referring to the acquisition of products and new employees, an investment that is generally foreseen in the long term;

Renting knowledge, when this is required for a specific time and in the short term, considering the subcontracting of third parties, i.e. valuers or consultants.

Creation of own knowledge, resulting from research and expansion due to the use of the entity's own resources.

Likewise, Sveiby (1998) suggested the following sources of knowledge for organisations:

a. People, with their experience, the result of their interlocution with the outside world and their own training;

b. Organisations, i.e. through their Culture, Processes, Know-how and Intellectual Capital.

c. The environment, considering internal customers, governance, socio-economic behaviour of the market as well as the results of scientific research.

In view of the above, we can underline that this intangible element as such possesses characteristics that qualify it as a living element and that there are several triggers for its generation.

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June, 2020 Vol.4 No.6 22-30

Nonaka and Takeuchi (1995), considered by many to be the forerunners of C.G., stated that firms capable of innovating would be those that feel their actions in the creation of organisational knowledge, for this purpose they have suggested a sequence for the creation of knowledge in an organisation, through their Knowledge Spiral (Figure 1), where they also warn that knowledge must be distinguished in two dimensions of its creation, the epistemological, where the nature of this element is considered as such, and the ontological, which considers the context in which knowledge is generated, and this can occur in the individual and group, i.e. from individuals to groups and organisations.

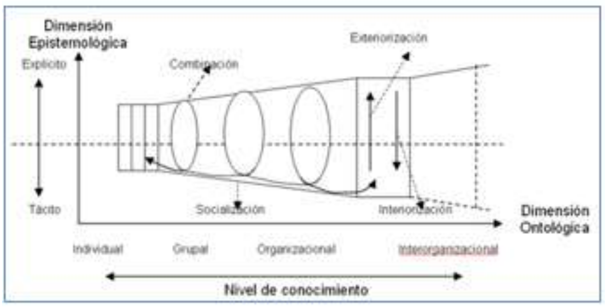

Figure 1 Knowledge Spiral

The above figure shows how knowledge is a process that begins at the individual level and moves in an ever-increasing interaction, in the form of a spiral that, according to the same authors, for its development, organisations that wish to apply it to their processes must at least contain in their characteristics: intention, autonomy, capacity for reinvention, sufficient information and simplified processes. From the previous model it can be concluded that the actions involved in the creation of knowledge are identified according to the aforementioned dimensions:

Epistemological

Transfer of (tacit) knowledge and its systematisation, to prevent this element from disappearing if a collaborator leaves the organisation.

Conformation of explicit knowledge.

Ontological

Collaborative work, for the transmission of knowledge and the creation of new knowledge, through practices such as work meetings and communication between collaborators, among others.

Inter-organisational relations, through communication with customers and suppliers.

The following figure (2) shows the phases of knowledge creation from another perspective, in the same spiral, according to these authors.

Figure 2 Phases of knowledge creation

In the figure above, it can be seen that the phases of knowledge creation according to these authors are as follows:

1. Socialisation (tacit to tacit): refers to the acquisition of knowledge through the sharing of experiences between people through informal talks, oral expositions, traditions, accompaniment, imitation and practice.

2. Combination (explicit to explicit): Consists of the creation of knowledge from the sum of two or more explicit knowledge and can be observed in different ways, i.e. mails, telephone conversations, videoconferences, meetings, rearrangement or classification of databases.

3. Externalisation (tacit to explicit): Refers to the process of transforming the tacit knowledge of human experience into explicit, i.e. making the intangible tangible, not as easy as the previous ones, its most frequent support tools for this phase with the elements that allow the most general explanation, concepts, metaphors, analogies, hypotheses and models.

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4. Internalisation (explicit to tacit): Creation of knowledge in operation, i.e. the application of the explicit in practice. The analysis of acquired experiences is observed for the generation of new tacit knowledge in people, supported by operating manuals and schemes. It means the closing of one wave in the spiral and the beginning of another, which is supposed to be larger than the one that is ending.

Similarly, it can be affirmed that the palpable challenge of tacit knowledge is to discover how to identify, produce, transfer and manage it, even though ICTs can facilitate these actions, the first one, identification, is complex.

The knowledge of an organisation, according to Davenport and Prusak (1998), results from a process: knowledge generation, knowledge codification and transfer. Likewise, Cope (2001) refers to the obtaining of knowledge as an active process in which collaborators participate and which is increased through their constant action in dynamics such as: team work, attendance at congresses, conventions, etc., while codification supposes the fact of ordering this knowledge in a legible and understandable way, i.e. accessible to the people who require it in the organisation.

Some of the most representative tools and sources in the process of knowledge creation and transfer management are (Nieves and León, 2001): reports, databases, document bases, reports, articles, intranets, software, digital libraries, expert systems, patents, routines and operating standards, among others.

Knowledge maps are diagrams that allow to identify in a "visual" way the location of knowledge in the organisation. A knowledge map can be presented in various and diverse forms, but in its design it should at least contemplate (Gordon, 2000 and Stanford, 2001):

The processes and activities based on

The information and knowledge needed to carry them out.

The identification of people (internal customers, external customers, partners), who provide this information and knowledge.

How people use the information and knowledge available to them.

Methodology

A qualitative study with the support of some quantitative elements, in which ethnomethodology will be used to analyse why the people involved in the object of study do what they do, using semi-structured interviews, non-participant observation, as well as the review of documents from the unit being analysed, which will lead to an approach to this object, with a hermeneutic approach.

Due to the fact that qualitative studies (Ruiz, 2003) aim to analyse what is observed, rather than generalise or compare with others, the determination of a sample is essential in this type of methodology, where an intentional sample is chosen, i.e. the participants to be analysed will not be selected at random, but rather, and in many cases, intentionally.

Case study

The case study (Creswell, 1994), refers to the type of analysis where an object is delimited in type and space, where the elements of interest are observed and interpreted in detail, with the support of: interviews, observations and analysis of information in documents or electronic documents that allude to the operation of what is being described.

This type of analysis is relevant for social research (Stake, 1998), because its purpose is to observe the object of study in a particular and unique way. Likewise, Yin (2004) affirms that this type of analysis is empirical because it investigates an object in depth and in its environment, it tries to analyse from different sources and is based on previous theoretical foundations to design action guides for the collection of data and information that will allow it to resolve the question or questions in question.

Observation Units

According to Eyssautier (2002), the units of analysis are the structural elements of the hypothesis that are represented by objects, people or their behaviour.

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For this research work, the units of analysis were: texts, libraries, documents and other documents specific to the unit analysed.

- Instruments for the collection of information
- Observation
- Interview
- Knowledge Maps
- Questionnaire
- Validity and reliability

For the validation of the results, the triangulation of information will be used (Norman Denzin, quoted by V. Janesick, 1998, in Álvarez-Gayou, 2003 and Ruiz, J., 1999).

Fieldwork

The fieldwork was carried out during almost six months in the analysed agency, where the documentary information of the organisation was reviewed in order to get to know the object of study from this point of view; instruments such as questionnaires were applied to measure teamwork and leadership, a semi-structured interview guide was also used and, as there were no knowledge maps as such, a form was created and filled in by each of the collaborators of the institution;

Results

In order to analyse the way in which the institution creates and transfers knowledge, we started by identifying the vision and mission of the organisation, as well as the knowledge of these among the collaborators. This allows us to identify the existence of a knowledge of how the institution tries to be managed, where the importance that this shows towards efficiency and quality is highlighted, also becoming aware of the importance of having qualified and trained personnel within the institution.

We asked the employees about their knowledge of the organisational vision and mission, and found that none of the employees said they "do not know the organisation's mission and vision", 20% said they "agree and strongly agree" with the initial statement, while the majority, i.e. 80% of those surveyed, said they "agree and strongly agree" with the initial statement, while the majority said they "do not know the organisation's mission and vision".

In other words, 80% of the respondents said that they "quite agree" in knowing the organisation's vision and mission. The above was analysed in order to observe what Peter Senge (1994) suggests, when he assumes that organisations for knowledge must have, among other characteristics, a vision that is shared among the collaborators, likewise, Stoner, Freeman and Gilbert (1996) affirm that a good leader will make sure that his collaborators know the organisational mission and vision. In the analysis, it was found that the employees are aware of these organisational elements, which implies that they know the meaning of the organisation.

During the field study it was observed that in the organisation studied, there were practices that reflect the socialisation of knowledge, i.e. the transfer of knowledge, from tacit to tacit, through informal talks, routines, follow-up and demonstrations; this is due to the fact that even when there are formal meetings with the work team, the physical space of the offices is reduced and seven of the collaborators share an office and their work desks are close to each other, this condition promotes the sharing of tacit knowledge.

Through a questionnaire on teamwork, it was analysed their perception that with the intention of fulfilling the objectives of the organisation and sharing their experience with the other collaborators, observing that even when it is considered a consolidated work team, only 50% of the respondents said they agree totally agree in the provision of knowledge sharing and half of the sample did not consider it so, this confirms what Bautista, Morgan and Romero (2010) said.

By assuming that knowledge and its "possession" is still seen as a factor of job stability among the members of the organisation who possess it. Considering the sharing of knowledge in work meetings, we analysed the perception of the collaborators in terms of their productivity, obtaining that the total of the sample was of the opinion that work meetings always have a favourable result, and we also inquired about their general position regarding the decisions agreed collectively, obtaining that the general feeling of the collaborators regarding the decisions taken for the good of the organisational objectives are taken collectively.

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Trying to observe the confidence or freedom that the employees have to contribute ideas to improve the work or innovate in it, it was observed that even when there is the possibility of contributing ideas, the majority of the employees (60%) said they agreed, which gives meaning to the ontological part of the creation of knowledge (Nonaka and Takeuchi, 1985). In an attempt to reinforce the previous question, we asked about the possibility of employees being able to give their opinion and offer solutions to the problems that concern the organisation, obtaining that even though the answers were varied, 80% of those surveyed accepted being able to give their opinion or offer solutions to organisational problems.

The combination or systematisation of knowledge, explicit to explicit, can be observed through databases, emails, conversations, as well as the reordering of data, i.e. converting information into knowledge (Davenport and Prusak (1998); it was observed that one of the main functions of this unit consists in the elaboration of reports.

This is based on data obtained by providers of the tourism sector of the entity or other dependencies, which are subsequently used to inform internal and external clients periodically about the situation or forecast of tourism activity in specific periods. Some of the evidence supporting the above.

From the above it can be affirmed that the organisation focuses its attention on what Nonaka and Takeuchi would call the combination of knowledge, because they create more knowledge from other explicit knowledge, they externalise knowledge, that is, they transform tacit knowledge into explicit knowledge, because most of their processes and actions are documented and explained in detail in the procedure manuals shown and analysed during the field visit; They also promote internalisation, as these procedure manuals allow the sharing of knowledge and application of what is "already tested" and embodied in these documents to the operation, for process feedback and improvement. It was also observed that the unit promotes the codification and proper storage of organisational knowledge.

The creation of knowledge in the operation, i.e. from tacit to explicit, i.e. the analysis of acquired experiences for the generation of new knowledge is supported by the operation manuals or schemes, which even though no schemes as such and operation manuals for each job position were found, manuals for the performance of some functions were found.

Conclusions

The importance of this work in the Public Administration lies in the way in which public organisations that manage such an important resource as the tourist activity of the entity, must foresee the possibility of personnel changes at least every three years, At the time of these replacements of human resources, the "know-how" of the organisation is important to contain it within the organisation in a tacit rather than explicit manner, and on this same point, the explicit knowledge must consider the importance of the new human resources that are brought into the organisation, since their experiences will ultimately bring intangible elements that will allow for the increase and modification of the existing knowledge in the organisation.

With this work, it was possible to know that the analysed unit does carry out actions of creation and transfer of knowledge, showing in an imperative way the codification of tacit knowledge in explicit, that there is a sharing of knowledge due to the work team that was observed during the field work, It could also be seen that the leader knows the sector he regulates and is therefore able to guide and direct them on the basis of his experience, which helps his leadership to be defined and recognised by the workers, characteristics that favour the creation and transfer of knowledge, elements that will have a favourable impact on the achievement of their organisational objectives and the generation of higher levels of competitiveness in their field of action.

The lack of actions that show the internalisation of knowledge may be largely due to the constant change of managers in the unit (3 years, each administration of the Municipal Government), as the ways of operating or directing will always have some variance between one leader and another.

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Which may not give continuity to the previous processes of creation and transfer of knowledge, thus inhibiting the growth of the organisation in its epistemological dimension and consequently its ontological dimension, the above contrasting the postulates on the Creation of Knowledge by Nonaka and Takeuchi, 1995.

The organisational elements that contribute to the creation and transfer of knowledge in the unit analysed were: a democratic, inspiring and integrating leadership style exercised by the Director of the unit; the Intellectual Capital, as it has professionally trained staff with experience in the tourism sector and in the unit; the low staff turnover that occurs in the unit; the facilities, work tools and information technologies available for the performance of activities, as well as the Relational Capital that occurs through the existing relationship with their direct interlocutors. In addition to the above, teamwork within the organisation allows the sharing and creation of new knowledge, based on tacit and explicit knowledge.

The tasks of creating and transferring knowledge in an organisation include more than just the appropriate use of information technology; it involves trust and cooperation between the people in the organisation, who must share an organisational vision and develop in an environment of continuous learning, both individually and collectively.

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Private donations in Mexico: An analysis of authorised donors

Donativos privados en México: Un análisis de las donatarias autorizadas

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Abstract

By focusing on the Mexican authorized donees subsystem, this paper investigates which are the key charateristics of the distribution of private donations amongst the thirty-two states of the Mexican federation. Particularly, taking into account the demographic density, it employs central tendency and dispersión statistics to assess the sub-national differences of the amount of donations. Likewise, the Pearson correlation coefficient is calculated for the variables <per capita donations> and <per capita Gross Domestic Product> in order to discover how they are associated. Based on the analysis of reported donations by the authorized donees, a phenomenon of both geographical and resources concentration is identified, and which characterizes the Mexican non-profit sector

Donations, Philanthropy, Authorized donees, Civil society organizations

Resumen

Este artículo busca contribuir en el conocimiento de la filantropía mexicana que emplea canales institucionales, y cuyos donativos (en especie y en efectivo) se movilizan a través de organizaciones que tienen en estatus de donataria autorizada. Tomando como universo de estudio al subsistema asociativo de las donatarias autorizadas mexicanas, se emplean estadísticos de tendencia central y dispersión para evaluar las diferencias a nivel sub-nacional en el volumen de donativos, ponderando por densidad poblacional. Asimismo, se estima el coeficiente de correlación de Pearson para las variables <donativos per cápita a nivel estatal> y <Producto Interno Bruto per cápita estatal> a fin de descubrir su grado de asociación Con base en el análisis de los donativos reportados por las donariarias autorizadas, se identifica un fenómeno de concentración geográfica y de recursos que define al sector no lucrativo mexicano.

Donativos, Filantropía, Donatarias autorizadas, Organizaciones de la sociedad civil

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Introduction

A relevant actor in explaining democratisation processes is civil society (O'Donnell et al., 1991; Magallón, 2003). Periods of political change have been initiated through the collective action of citizens through social movements and civil organisations, the outcome of which has been the erosion and collapse of authoritarian regimes. However, the role of civil society is not only important in explaining political transitions and periods of liberalisation that establish or consolidate democracies. At the same time, civil society has the capacity to contribute to strengthening the bonds of solidarity that form the basis for the functioning of redistributive policies (Miller, 1999), which give effect to the assumption of egalitarian citizenship on which liberal regimes are based. Similarly, certain expressions of civil society, particularly non-profit civil organisations, assist in social development processes by attending to vulnerable segments of the population that are excluded from the scope of public policies.

According to Lester Salamon et al., (1992) there are five major roles played systemically by what he calls the <non-profit sector>: provision of services (mainly in health, education, culture, environmental protection); social innovation (i.e., the organisations are able to conceive, design, implement and implement social policies); and social innovation (i.e., the organisations are able to conceive, design, implement and implement social policies), organisations are able to devise novel solutions to social problems because they operate more flexibly than governments); advocacy (i.e., promotion and management of citizen and social causes); leadership development and expression (i.e., they not only foster competencies for project management and implementation among their members but also serve as a means for members to express their ideological adherence or values); and community cohesion and democratisation (i.e., they are a means for members to express their ideological adherence or values).

And community cohesion and democratisation (i.e., they strengthen interpersonal trust and generate social capital that contributes to better institutional performance).

It should be noted that the above functions, attributed in the sociological literature, would have to be studied empirically through case studies at the national and sub-national levels in order to know to what extent they are actually carried out by civil organisations in each country, as their performance may be affected by various factors that hinder the achievement of their original objectives, such as the lack of adequate institutional infrastructure (Layton and Moreno 2010).

In Mexico, civil organisations that opt for formalisation through the constitution of a legal personality can adopt three legal figures: civil association (A.C.), private assistance institution (I.A.P.) and private charitable institution (I.B.P.). These types of citizen organisations finance their activities through four main sources: own resources (e.g. membership fees, endowment income, sale of services), public resources (federal, state and municipal), international resources (e.g. multilateral agencies or international donor foundations) and private resources (in particular individual donations or donations from corporate philanthropy). Diversity and balance in the composition of their financial resources ensures that organisations can survive over time, as over-reliance on a single source increases their vulnerability (García, et al., 2006).

The following analysis presents some of the characteristics of private funding for the activities of Mexican non-profit civil society organisations.

Specifically, this study focuses on a specific subsystem of the Mexican associative sector: the set of civil associations and private charitable institutions that have the status of authorised donors granted by the Tax Administration System (SAT) of the Ministry of Finance and Public Credit (SHCP) of the federal government so that they can receive donations that are deductible for income tax purposes.

The aim of this article is to show the composition of this subsystem in terms of geographical density, activities and the domestic and foreign resources they mobilise in order to demonstrate a feature that currently defines the country's non-profit sector: geographical concentration and concentration of donations.

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The first section details the general characteristics of the grantees according to demographic criteria. The second section develops a correlation analysis to determine the association between donations per capita and State Gross Domestic Product in order to determine whether the size of the state economy is related to the mobilisation of philanthropic contributions.

Size and composition of the associative subsystem of grantees

In compliance with the Income Tax Law (Ley del Impuesto sobre la Renta, LISR), the SAT authorises different activities to have the status of donataria (see table 1 for fiscal year 2013). Among the different items covered by the regulations, it is welfare that consistently constitutes the majority, well above educational donatarias, which are in second place. For the 2013 fiscal year, more than two thirds of all grantees (66.4%) were grouped under the welfare category.

Rubro	Total	Porcentaje relativo
Asistenciales	5,246	66.4%
Educativas	1,116	14.1%
Becantes	142	1.8%
Culturales	564	7.1%
Bibliotecas abiertas al público	10	0.1%
Museos abiertos al público	34	0.4%
Científicas y Tecnológicas	185	2.3%
Ecológicas	223	2.8%
Donatarias que se dedican a la reproducción o conservación de especies protegidas o en peligro de extinción.	8	0.1%
Donatarias que se dedican exclusivamente al apoyo económico de otras donatarias autorizadas.	275	3.5%
Donatarias que destinan donativos y sus rendimientos para obras o servicios públicos.	99	1.3%
Total	**7,902**	100.0%

Table 1 Distribution of donatarias by category, fiscal year 2013

In fiscal year 2013, 7,902 institutions and trusts throughout the country were authorised to have donataria status, which represents a percentage variation with respect to the previous year of 3.51%; well below the unusual percentage growth in the number of donatarias (15.86%) in fiscal year 2012, which occurred after the contraction of the previous year (-5.93%), and caused by the non-compliance with new tax obligations (Annual Notice and Transparency Report) introduced by the tax authority.

Thus, for the two years prior to 2014, a relatively stable growth trend has been maintained.

Ejercicio	Donatarias Autorizadas	Variación %
2004	5,432	
2005	5,430	-0.04
2006	5,754	5.97
2007	5,996	4.21
2008	6,364	6.14
2009	6,853	7.68
2010	7,004	2.2
2011	6,589	-5.93
2012	7,634	15.86
2013	7,902	3.51

Table 2

As for the geographic distribution of donatarias, a very significant number of them (2,299) are legally domiciled in Mexico City, which concentrates more than three and a half times the number of donatarias of the second-ranked state of Mexico (623); on the other hand, there are states in the Republic where it is uncommon for local civil organisations to have donataria status. As can be seen in the following table, twelve Mexican states have no more than a hundred of them.

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Entidad federativa	Donatarias 2013	Entidad federativa	Donatarias 2013
Aguascalientes	89	Morelos	123
Baja California	249	Nayarit	32
Baja California Sur	56	Nuevo León	493
Campeche	28	Oaxaca	135
Chiapas	106	Puebla	209
Chihuahua	366	Querétaro	192
Coahuila	208	Quintana Roo	76
Colima	76	San Luis Potosí	134
Distrito Federal	2,299	Sinaloa	189
Durango	49	Sonora	228
Guanajuato	263	Tabasco	36
Guerrero	50	Tamaulipas	137
Hidalgo	97	Tlaxcala	40
Jalisco	542	Veracruz	316
México	623	Yucatán	169
Michoacán	255	Zacatecas	37
Total (Nacional)		7,902	

Table 3

In order to show the degree of concentration of the authorised grantees in the country's capital, which characterises this associative sub-sector in the country, the following is a breakdown of the relative percentage distribution of grantees in relation to the relative percentage of the population living in each state.

Entidad federativa	Porcentaje relativo de población	Porcentaje relativo de donatarias
Aguascalientes	1.06%	1.13%
Baja California	2.86%	3.15%
Baja California Sur	0.61%	0.71%
Campeche	0.74%	0.35%
Chiapas	2.44%	1.34%
Chihuahua	0.59%	4.63%
Coahuila	4.32%	2.63%
Colima	3.07%	0.96%
Distrito Federal	7.51%	29.09%
Durango	1.46%	0.62%
Guanajuato	4.83%	3.33%
Guerrero	2.98%	0.63%
Hidalgo	2.37%	1.23%
Jalisco	6.54%	6.86%
México	13.82%	7.88%
Michoacán	3.83%	3.23%
Morelos	1.58%	1.56%
Nayarit	1.00%	0.40%
Nuevo León	4.17%	6.24%
Oaxaca	3.34%	1.71%
Puebla	5.12%	2.64%
Querétaro	1.64%	2.43%
Quintana Roo	1.25%	0.96%
San Luis Potosí	2.28%	1.70%
Sinaloa	2.48%	2.39%
Sonora	2.41%	2.89%
Tabasco	1.97%	0.46%
Tamaulipas	2.92%	1.73%
Tlaxcala	1.05%	0.51%
Veracruz	6.69%	4.00%
Yucatán	1.74%	2.14%
Zacatecas	1.31%	0.47%

Table 4 Ratio of relative percentages of population versus relative percentages of grantees by state, 2013

The above data, which serve to determine the degree of symmetry between the relative proportion of the population of each federative entity vis-à-vis its relative share of donatarias with respect to the total, show that there is not always a correspondence between population weight and the number of donatarias domiciled in the states of the Republic and the country's capital. Although a certain margin of variation in the degree of equivalence could be expected due to local conditions that favour (or inhibit) the creation of organisations with donataria status.

It is a fact that there is a phenomenon of concentration in the Federal District. This entity, home to 7.51% of the country's inhabitants, has 29.09% of the total number of donatarias. The geographical concentration of donatarias in the country's capital, as we will see later on, has a direct impact on an associated phenomenon: the concentration of donations.

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Mobilisation of private resources by authorised donatarias

In order to understand the current characteristics of the mobilisation of private donations in the circuit of authorised donatarias, we present a breakdown of the total donations reported by institutions and trusts according to the federal entity where their legal domicile is located (including domestic and foreign donations for the financial year 2012, RDA 2013). As can be seen in table 5, there is a high concentration of donations in the Federal District. Donatarias in Mexico City, which together represent less than a third of the total number of donatarias, mobilise more resources than the rest of the donatarias in the 31 states of the federation. That is to say, of the total reported by donatarias nationwide for fiscal year 2012 ($32,918,825,671), Mexico City's donatarias mobilised more than half (53.19%).

Entidad federativa	Donativos recibidos	% relativo
Distrito Federal	$17,507,940,609.00	53.19%
México	$3,626,087,355.00	11.02%
Nuevo León	$3,068,205,964.00	9.32%
Jalisco	$2,316,376,910.00	7.04%
Chihuahua	$847,736,298.00	2.58%
Baja California	$589,780,347.00	1.79%
Coahuila	$521,239,868.00	1.58%
Puebla	$480,231,624.00	1.46%
Guanajuato	$459,416,064.00	1.40%
Sinaloa	$417,575,105.00	1.27%
Oaxaca	$373,407,223.00	1.13%
Veracruz	$337,250,662.00	1.02%
Sonora	$330,109,904.00	1.00%
Querétaro	$325,039,320.00	0.99%
Michoacán	$196,722,373.00	0.60%
Hidalgo	$186,236,973.00	0.57%
Morelos	$180,669,953.00	0.55%
Yucatán	$179,551,669.00	0.55%
Chiapas	$152,177,898.00	0.46%
Tamaulipas	$132,236,155.00	0.40%
Quintana Roo	$127,715,345.00	0.39%
Aguascalientes	$117,040,357.00	0.36%
San Luis Potosí	$104,058,774.00	0.32%
Baja California Sur	$94,681,346.00	0.29%
Colima	$57,401,249.00	0.17%
Zacatecas	$44,023,803.00	0.13%
Guerrero	$42,681,102.00	0.13%
Tabasco	$33,412,432.00	0.10%
Nayarit	$22,856,303.00	0.07%
Durango	$21,296,513.00	0.06%
Campeche	$15,560,290.00	0.05%
Tlaxcala	$10,105,883.00	0.03%

Table 5 Total donations received and relative participation by state

In order to weight the size of private resources mobilised in each state by authorised grantees according to the size of the population, the amount of donations per capita for fiscal year 2012 (RDA 2013) is estimated based on CONAPO's 2012 demographic projections. From this analysis, it is possible to observe that there are significant differences in the magnitude of donations mobilised by grantees in each state when the population criterion is taken into account (see Table 6).

Entidad	Total de donativos (pesos)	Donativos per capita (pesos)
Distrito Federal	$17,507,940,609.00	$1,968.57
Nuevo León	$3,068,205,964.00	$620.96
Jalisco	$2,316,376,910.00	$299.18
Chihuahua	$847,736,298.00	$233.15
México	$3,626,087,355.00	$221.59
Coahuila	$521,239,868.00	$180.35
Baja California	$589,780,347.00	$174.44
Querétaro	$325,039,320.00	$167.21
Sinaloa	$417,575,105.00	$142.40
Baja California Sur	$94,681,346.00	$131.83
Sonora	$330,109,904.00	$115.77
Morelos	$180,669,953.00	$96.40
Oaxaca	$373,407,223.00	$94.32
Aguascalientes	$117,040,357.00	$93.46
Yucatán	$179,551,669.00	$86.99
Quintana Roo	$127,715,345.00	$86.01
Colima	$57,401,249.00	$82.20
Guanajuato	$459,416,064.00	$80.32
Puebla	$480,231,624.00	$79.15
Hidalgo	$186,236,973.00	$66.36
Michoacán	$196,722,373.00	$43.43
Veracruz	$337,250,662.00	$42.56
San Luis Potosí	$104,058,774.00	$38.51
Tamaulipas	$132,236,155.00	$38.20
Chiapas	$152,177,898.00	$29.73
Zacatecas	$44,023,803.00	$28.40
Nayarit	$22,856,303.00	$19.40
Campeche	$15,560,290.00	$17.68
Tabasco	$33,412,432.00	$14.31
Durango	$21,296,513.00	$12.32
Guerrero	$42,681,102.00	$12.11
Tlaxcala	$10,105,883.00	$8.13

Table 6 Donations per capita mobilised by state. (RDA 2013)

To account for the contrast between states, in addition to the range (R), statistics of central tendency and dispersion of donations per capita are estimated. Because there is a distribution with notably extreme minimum and maximum values in the country, the arithmetic mean of donations per capita ($193.26) is not considered representative of the national situation.

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For example, while donatarias in the state of Tlaxcala report donations equivalent to $8.13 per capita, donatarias legally domiciled in the state of Tlaxcala report donations equivalent to $8.13 per capita.

Donatarias with legal domicile in the Federal District mobilised 242 times more ($1,968.57) in fiscal year 2012. These are differences that reflect the fact that the associative subsystems in the country, at least in terms of the circuit of civil organisations that mobilise private resources, have very different magnitudes in Mexico.

To better describe statistically the distribution of donations in the country, which is clearly concentrated at one extreme, we calculate the standard deviation, which shows the degree of dispersion of the values. The high value of the Range ($1,960.44) estimated from the maximum and minimum values, as well as the standard deviation ($396.30) clearly indicates that there is a phenomenon of concentration of private donation mobilisation even when weighted by population size.

Estimación	Valor
Mediana	83.16
Media	193.26
Desviación Estándar	396.30
Máximo	1968.57
Mínimo	8.13
Rango (R)	1960.44

Table 7 Central tendency and dispersion statistics of Donations per capita in Mexico (RDA 2013)

Private donations from abroad received by authorised grantees

Mexican civil society organisations, and in particular authorised grantees, are able to receive donations from anywhere in the world.
In order to gain a more detailed understanding of the characteristics of the composition of donations channelled through the formal circuit of donatarias, an analysis has been carried out to distinguish the total amount of donations that come from abroad.

Table 8 shows the donations received from abroad reported by Mexican grantees. Based on information from the last five years' reports (RDA 2009-2013), a list of donations was compiled, including the amount of donations received from abroad (in cash and in kind) and their proportion of the total reported. It is observed that the maximum amount of resources from abroad received by donatarias in that period was more than two billion two hundred million in fiscal year 2012 (RDA 2013), a figure that represents 6.71% of the total donations that donatarias reported to the tax authority.

RDA	Total de donativos (extranjero)	Total Donativos	Porcentaje de donativos extranjeros respecto al total reportado.
2009	$1,696,945,600.00	$32,977,175,369.00	5.15%
2010	$1,551,868,754.00	$22,463,950,832.00	6.91%
2011	$1,942,502,357.00	$26,368,196,443.00	7.37%
2012	$2,037,440,707.00	$24,936,254,804.00	8.17%
2013	$2,207,583,751.00	$32,918,825,671.00	6.71%

Table 8 Total donations and donations from abroad, as reported by the authorised donatarias (RDA 2009-2013)

In order to determine the proportion of donations received from abroad mobilised by donatarias in the different states, a table has been prepared that breaks down their relative participation for the 2012 fiscal year (RDA 2013). That is, we estimate the percentage mobilised in each entity with respect to the total donations from abroad (Table 9). According to the information generated in this analysis, it is clear that the phenomenon of concentration of resources received by donatarias in Mexico City is not only repeated, but also accentuated in this particular type of donations that distinguishes according to their origin: donatarias with legal domicile in the capital of the country concentrate on average more than 60% of the total foreign donations (in kind and in cash) received in the country in the formal circuit of donatarias. Donatarias in the border state of Baja California, on the other hand, have managed to mobilise an increasing amount of resources from abroad. Currently, these donatarias, which do not represent more than 3% of the country's total, mobilised 8.83% of such donations in fiscal year 2012 (RDA 2013).

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In order to find out the proportion of donations received from abroad mobilised by donatarias in the different states, a table has been prepared that breaks down their relative participation for the 2012 fiscal year (RDA 2013). That is, we estimate the percentage mobilised in each entity with respect to the total donations from abroad (Table 9). According to the information generated in this analysis, it is clear that the phenomenon of concentration of resources received by the Federal District's grantees is not only repeated, but also accentuated in this year.

Donatarias with legal domicile in Mexico City account for an average of more than 60% of all foreign donations (in kind and in cash) received in the country through the formal circuit of donatarias. Donatarias in the border state of Baja California, on the other hand, have managed to mobilise an increasing amount of resources from abroad. Currently, these donatarias, which do not represent more than 3% of the country's total, mobilised 8.83% of such donations in fiscal year 2012 (RDA 2013).

Entidad	Participación relativa frente al total nacional proveniente del extranjero
Distrito Federal	61.96%
Baja California	8.83%
Jalisco	5.23%
Nuevo León	4.08%
Puebla	2.54%
México	2.44%
Morelos	2.42%
Oaxaca	1.76%
Chiapas	1.49%
Sonora	1.37%
Chihuahua	1.34%
Baja California Sur	1.30%
Guanajuato	1.18%
Coahuila	0.54%
Yucatán	0.53%
Colima	0.52%
Michoacán	0.51%
Querétaro	0.39%
Quintana Roo	0.36%
Nayarit	0.30%
Guerrero	0.16%
Sinaloa	0.15%
Campeche	0.15%
Tabasco	0.11%
Aguascalientes	0.07%
Tamaulipas	0.05%
Zacatecas	0.04%
Veracruz	0.04%
San Luis Potosí	0.01%
Tlaxcala	0.00%
Durango	0.00%
Hidalgo	0.00%

Table 9 Donations received from abroad and relative participation by state

Subject to a more in-depth analysis of each particular federal entity that would reveal structural regional differences, it is worth noting that there is a large difference between the relative percentage of cash donations from abroad reported by the grantees of the thirty-two federative entities.

The above data, which reveal a highly heterogeneous situation in the flow of donations mobilised by the country's grantees, merit a detailed study in order to identify the causes behind the magnitude of such differences at the sub-national level.

In order to find out whether the concentration of private donations can be found to be associated with economic factors. That is, if the volume of donations reported by donatarias in each state, once weighted by the population criterion, is related to the size of the state's economy, the Pearson correlation coefficient between the variables state GDP per capita and donations per capita has been estimated. A scatterplot is also attached to show the degree of association between the two variables in a more intuitive way.

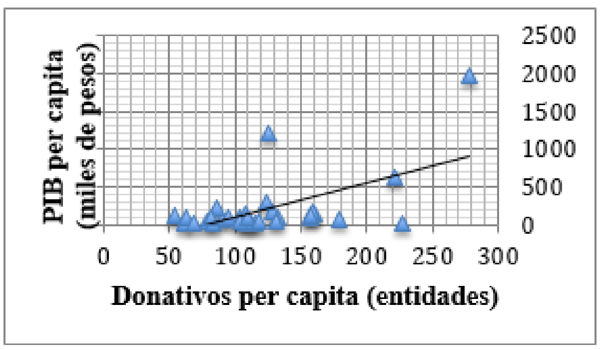

Figure 1 Ratio of GDP per capita to donations per capita. State, 2013

According to Pearson's correlation statistic, which ranges from -1 to 1, estimated for the variables of interest, it is possible to point out that there is a linear relationship that positively associates the amount of donations per capita and GDP per capita, since the coefficient obtained had a value of 0.572. Although to establish statistically robust causal explanations it would be necessary to implement a multiple regression model that incorporates more variables, for the moment, the size of the economy is pointed out as a possible explanatory factor for the observed variations.

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However, this factor is undoubtedly not the only one, as the different capacities of the grantees to raise resources in a diversified way.

The development of which may be associated with the state's own institutional environment and the public policies of state governments, may influence the particular performance of each sub-national associative sector in mobilising domestic and foreign donations effectively. If federal tax regulation is the same for all 32 states, explanations for differences in the size and composition of the country's associative sub-sectors can be complemented by including local institutional factors.

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Conclusions

While civil society organisations can play different roles in the social system, their importance and characteristics vary according to economic, cultural and institutional contexts. Thus, the size, composition and impact of the non-profit sector changes not only between countries but even at the sub-national level. This article focused on the universe of Mexican civil society organisations that have the status of authorised grantees and exposed important differences at the state level in the characteristics of the distribution of the flow of resources.

It is important to deepen our knowledge of this type of civil organisations not only because of the insufficient number of research studies that have focused on them, but also because understanding their limitations can contribute to the design of public policies that contribute to their professionalisation. As well as to the prevention of the defects or vulnerabilities that affect them, among them the scarcity of resources to finance their activities due to regional concentration phenomena. In this sense, it is possible to speak of the existence of relatively dysfunctional associative sectors that do not have the desired impact or effects on democratisation and social development processes.

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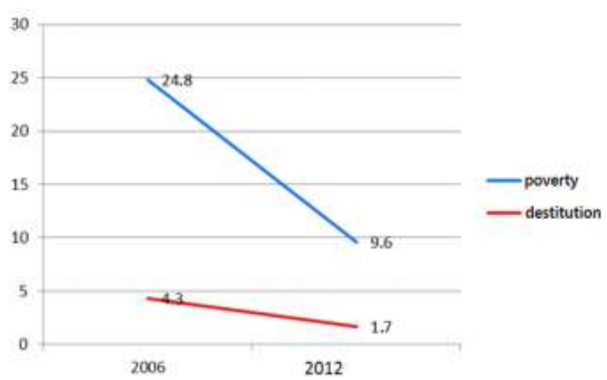

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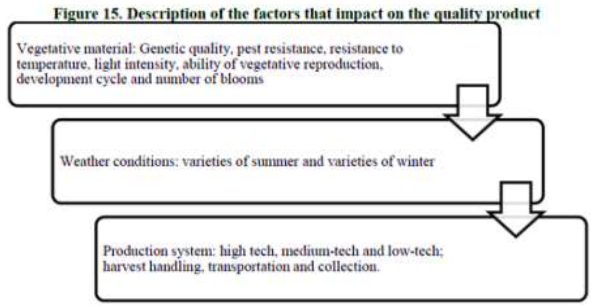

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