

Diagnosis of the area of human resources in SMEs of Ciudad Obregón, Sonora**Diagnóstico del área de recursos humanos en SMEs de Ciudad Obregón, Sonora**

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Abstract

This research is a study of the functions performed in the human resources area of two organizations located in Ciudad Obregón, Sonora, both SMEs, belonging to the service sector and founded in 2009, with the purpose of give improvement proposals for this area based on to the diagnosis of these functions to achieve an improvement in organizational performance. This research is descriptive, not experimental and qualitative. As a result, it was obtained that SMEs do not have an exclusive area to meet the needs and requirements of the staff, the processes of this department are carried out informally and by the business owner. Based on these results, improvement proposals were prepared for each SME and a manual of policies and procedures was designed for the functions of the human resources department as well as an induction manual to support this activity.

Diagnosis, Human Resource, Administration of Personal, SMEs

Resumen

Esta investigación es un estudio a las funciones realizadas en el área de recursos humanos de dos organizaciones localizadas en Ciudad Obregón, Sonora, ambas SMEs, pertenecientes al sector servicios y fundadas en 2009, con la finalidad de plantear propuestas de mejora para esta área en base al diagnóstico de dichas funciones para lograr una mejora en el desempeño organizacional. Dicha investigación es descriptiva, no experimental y cualitativa. Como resultados se obtuvo que las SMEs no cuentan con un área exclusiva para atender necesidades y requerimientos del personal, los procesos de este departamento son realizados de manera informal y por el dueño del negocio. Partiendo de estos resultados se elaboraron propuestas de mejora para cada PyME y se diseñó un manual de políticas y procedimientos para las funciones del departamento de recursos humanos así como un manual de inducción que de soporte en esta actividad

Diagnóstico, Recurso Humano, Administración de Personal, SMEs

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Introduction

In the opinion of Del Ángel (2016) for Mexico, SMEs are indispensable in their growth, due to the fact that they have an important amount of this type of companies, which should be used as a competitive advantage to attract new investments and strengthen the presence of Mexican products not only abroad but also within the same country.

Coinciding with the above, is the contribution of Palomo (2005), who says that "SMEs are important for the economy and development of the country, due to the number of jobs they generate and their contribution to the economic impact in the market." In addition, he affirms that it is important that they continue to exist, and that they grow to expand the positive impact on the economy.

This author mentions several studies that have been carried out to identify the problems that afflict this type of companies, where it can be observed that, among others, problems related to the personnel that work in them are mentioned. In the same way, Zapata (2005) ensures that among the ten main problems faced by SMEs are those related to the low participation of employees in the planning of the company's activities, little attention to the process of selection and induction of staff, little or no motivation of employees and lack of training on current issues.

On the other hand, Chiavenato (2007) ensures that every organization, whatever its size, depends on people to function, because they are the ones who direct, control and operate them; He affirms that "there is no organization without people and it depends on them for success and continuity".

Because of this, the author asserts that studying people must be basic in organizations and mentions that modern human resources management seeks to see people as such and not just as a resource or input. He adds that "the current trend is for all people at all levels to be administrators, and not just directors of their tasks."

For this reason, it is important to also take into account the individual differences and the diversity that exists within the companies, as well as considering that the greater the difference.

The greater the potential for creativity and innovation and if each person is aware that it is an element of diagnosis and problem solving, in addition to performing their corresponding tasks, their work It will improve continuously as people contribute to organizations with skills, knowledge, attitudes, behaviors, perceptions, among others, playing different roles according to the position they occupy and these differences of personality, experience and motivation are what make them an very diversified resource, which should be given its real importance, hence the approach of the following Question: How to improve the organizational performance of SMEs in the locality through the review of the functions performed in the area of human resources? As an objective derived from the realization of this research it was established to propose improvement proposals for the area of human resources of SMEs in the locality based on a diagnosis of the functions performed in said area in order to achieve an improvement in performance organizational.

Theoretical Framework

An important aspect of this research was the analysis of the following terms: **Diagnosis**. For Arteaga and González (2001) the diagnosis is a comparison between a situation that is known by means of a research and another previously known, which serves as a reference and its purpose is to obtain true knowledge that originates a change based on needs and interests of the parties involved. On the other hand, González (2013) states that it is a process that is carried out with the purpose of obtaining and analyzing information that provides help in the evaluation of different problematic situations, to which solution strategies will be proposed; adds that the diagnosis, in addition to the above, prioritizes the needs and problems detected. On the other hand, Rocha (2010) agrees in the conceptualization of the diagnosis with the previous authors, since it mentions that it is a process in which aspects of the organizations are studied in order to detect situations that need to be solved and to be able to propose solutions, in addition, states that there are two types of diagnosis, the integral, "which covers an extensive view of aspects or business variables" considering all the parts that make up the company under study "and the specific diagnosis, which focuses on one or few aspects of the object in study, that is, study only part of the organization.

Similarly, Braidot, Formento and Nicolini (2006) believe that an organization can be diagnosed at different levels: in the first level, it is carried out to detect problems, in the second, to look for solutions focusing on the improvement procedure; and, the strategic diagnosis is the one that includes the two previous ones, starting from changes in the environment and recognizing that it is necessary to integrate efforts of improvement to the key problems detected, which will allow to obtain substantial changes in the organization. Based on the above, diagnosis is defined as the process through which problematic or opportunity areas are detected in companies, in order to propose possible solutions that help overcome or minimize the identified problems.

2.2 Human resource. Acosta (2008) assures that the term human resource is the group of people that work in an organization and that is usually synonymous with personnel. He adds that when this term is used in plural, it usually refers to the administrative area that is responsible for the company's personnel, performing the functions of recruitment, development, training, dismissal, among others. Coinciding with Acosta (2008), Moreno and Godoy (2012) affirm that "in an organization, human resources are made up of the individuals that make it up, whether they are professionals, executives, workers, among others", to those who characterize their knowledge, experiences, individualities and diverse competences, which is what makes the organizational objectives achieved. Assevera that the key for an organization to grow is to have productive people with the appropriate educational level, which shows that this type of resource gives additional value to the organization.

Likewise, Hernández and Quezada (2016) conceptualize human resources as the set of people belonging to a public or private organization, where they work performing various tasks assigned to them based on their abilities and talents, in addition to considering the daily needs that are presented in the company. On the other hand, Chiavenato (2007) affirms that they are the people who "enter, remain and participate in the organization", regardless of the hierarchical level they are in or the task they perform can be found distributed at managerial, intermediate and operational levels; besides being "the only living and dynamic resource of the organization", which makes decisions on how to handle other resources.

Therefore, the human resource is the most important type of resource that every organization has because they are those who generate added value to the company and who in turn manage the other existing resources.

2.3 Staff Administration. Dessler (2001) defines it as "policies and practices that are required to carry out the aspects related to people or human resources that belong to an administrative position".

In turn, Chiavenato (2007) adds that the administration of human resources is an interdisciplinary area, because in it they put into practice knowledge of industrial and organizational psychology, organizational sociology, industrial engineering, labor law, systems engineering, computing, among others; and the issues that are usually addressed in this area range from application and interpretation of psychological tests, interviews, technology of individual learning and organizational changes, nutrition, social service, life and career plans, job design, job satisfaction, absenteeism, salaries, accidents at work, even transportation for staff and many other matters, both internal to the organization and to external or environmental.

Based on the previous contributions is conceptualized to personnel management as all those actions necessary to staff each of the positions that form the organizational structure, as well as those actions necessary to maintain and retain such personnel in the organization.

2.4 SMEs. According to different criteria, the conceptualization of SMEs can vary, the most used is the number of employees that comprise it, which in turn will depend on the country and the productive sector to which it belongs. In Mexico, this number varies between 11 and 100 employees, regardless of the sector to which the company belongs. (Monroy, 2007).

The common characteristics shared by this type of company, according to Rodríguez (2010) are: a) little or no specialization in administration, b) little knowledge of sources of financing by the owner, c) total dependence on the community where it is located and of your environment.

Braidot, Formento and Nicolini (2006) assure that "SMEs are very different from large companies" so they should be studied in an independent way.

They also mention that in recent years, several international studies of this type of companies have reached the conclusion that both innovation and the management of total quality and formalization in management practices widely benefit SMEs, but despite this, it is still difficult to explain the reasons why this type of companies do not apply these strategies.

Some of the advantages of the SMEs according to Del Ángel (2016) is that they are an important driver of local and regional development in the country where they are located; they are dynamic, with possibilities to grow and become a large company; they generate jobs, attracting a large number of the economically active population; and, easily adapt new technologies to their processes. As disadvantages, it can be presented that profits are not reinvested in improvements of equipment and production techniques; In general, specialized and trained personnel are not hired since this represents paying high salaries; Poor production quality due to few or no quality controls; little staff training due to the costs this causes; flight of trained personnel; problems arising from lack of organization.

It can be said that conceptualizing SMEs is somewhat complicated, since this will depend on the country to which they belong, the productive sector they are engaged in and various factors that must be considered, such as the number of workers, their volume of annual sales, production volume and size of your capital. The most used criterion is the number of employees, where it is considered that a company is small when it has between 11 and 50 employees and median when this number is from 51 to 100 workers.

Research Methodology

The present investigation is of descriptive, non-experimental and qualitative type where the characteristics and current situation of the SMEs in study are described, identifying the existing opportunities in the area of human resources without manipulation of variables.

- **3.1 Objects of study.** The two organizations studied in the present investigation belong to the services sector, both are located in Ciudad Obregón, Sonora and founded in 2009.

The first one is a sushi restaurant, with 12 employees, of which seven they are men and five are women, most of them have a basic education, only two have a university degree.

The other organization under study is a gym that has 22 employees, of which 13 are women and 9 are men. Like the previous company, the majority of its employees have a basic education and only one of them has a degree.

3.2 Instruments. To obtain the necessary information for this study, two instruments were designed, one to carry out the characterization of each organization and another one to be able to diagnose the area of human resources.

The instrument to carry out the characterization of the company is divided into five sections: the first one is to obtain general information about the company, has 20 items, where you can count on your name, federal register of taxpayers, date of foundation, location, number of employees, size, products or services offered, main customers and suppliers, among others. In the second section the background of the company is requested, in the third part it is requested to describe its productive process, in the fourth section the organization is requested and in the last section there is a control format, which shows the date of application of the instrument, the identification data of the interviewer and the name and signature of the person who answered the instrument.

The second instrument used was designed with the purpose of obtaining information to be able to diagnose the area of human resources and each of the functions performed there. It is divided into five sections or sections. The first section is general data, where the name of the person who answers the instrument, the position he occupies, the department he belongs to, his seniority in the position, the date he joined the organization, his degree of schooling and its gender. In the second part of the instrument the instructions are given to answer it as well as a thank you for your collaboration. The following section begins with the reagents, which are a total of 43, with which it is questioned whether the company has an area dedicated to the administration of personnel, who is responsible for performing the functions of recruitment, selection, hiring and induction, and more specific questions about how each of these functions corresponding to this area is executed.

Then there is a section where the interviewer can make his notes on the observations made and finally there is a control section, where the application date of the instrument is requested, the identification data of the interviewer and the name and signature of the person who answered the instrument.

3.3 Process. To carry out this research work, the following phases were considered:

1. First, SMEs from the locality that wanted to participate in the research were sought, obtaining a favorable response from four of them.
2. Presentation of the project to the entrepreneur through an interview where he was explained in detail the objective set in the research, what would be the process to follow and the positive impact that would get to participate in the project.
3. A characterization was made to each one of the SMEs under study applying the instrument designed for this purpose and with which information was obtained about their background, turnover, number of employees, products and / or services offered to the market, types of clients, organizational structure, among others.
4. The instrument was designed and validated to gather information about the functions performed in the human resources area of each of the participating SMEs.
5. Once the instrument was validated, it was applied to the person in charge of the human resources area in each of the SMEs under study.
6. Based on the information obtained by applying the designed instrument, a diagnosis was made of the functions performed in the area of human resources, capturing the real situation of this area in each of the SMEs involved.
7. Based on the diagnosis made, improvement proposals were prepared for the areas of opportunity detected for each of the functions of the human resources area carried out in the SMEs participating in the project.
8. In order that the entrepreneur implements in a short time the improvement proposals that were prepared, they were designed, developed for its early implementation.

9. A final report was drawn up with the results to present to each of the participating entrepreneurs, this report contains the diagnosis made, the improvement proposals elaborated and the development of these, in addition to suggesting a process of implementation of said proposals.

Results

As results of the present investigation, once the instruments designed were applied, the analysis of the answers provided was carried out, finding the following:

- a) in the company that is a gym, there is no specialized area that focuses on the administration of personnel, being the position of general director who performs the corresponding functions to that area. The recruitment process is not formalized, but the company has descriptions of each position by area of work that include the profile that must cover the person who comes to occupy that position. The sources of recruitment used are internal, since it is through recommendations of the same employees that the vacancies available in the organization are disclosed and the interested parties send a job application to the company.

Within the selection process candidates are tested to see how efficient they are in their work taking into consideration the attitude with the client, the prior knowledge they have in the position and the experience they have.

The selection of the personnel is carried out by the immediate supervisor, who, in order to make a decision, also considers the description of the job position and the job application submitted, in addition to interviewing the candidate.

For the application of the contracting process that takes place in the company, it is not necessary to perform medical, general knowledge or psychometric exams, but if the candidate is put to the test performing the functions of the position for a period of 15 days, in addition to verify the candidate's personal data via telephone, as well as the personal references that you have provided.

The decision of the hiring is in charge of the manager of the company, although this is not the immediate boss, such hiring is done eventually and in writing.

Once the trial period of the candidate has been completed and the hiring decision is favorable, the candidate is informed of this decision so that from that moment he starts working in the company, without there being an induction process or a manual specific to provide the new employee.

b) The sushi restaurant company does not have a specialized area for personnel management, so the functions of that area are performed by the business owner. The functions of recruitment, selection, hiring and induction are carried out informally; that is, when it is necessary to hire staff to cover a vacancy, in addition to verifying that the candidate is of legal age, only the previous experience that he / she presents in the elaboration of dishes is considered, in the case of being the position of cook, and through an interview if the positions requested are from waitress or cashier. It is important to clarify that the interview is informal, since there is no structure designed for this function. Neither medical nor psychometric examinations are applied, only the verification of labor references provided by the candidate is carried out. The decision of the hiring is also taken by the owner, the signing of any formal contract or in writing is not made and the induction process consists only in informing the new employee of the functions he will perform in the position he occupies, assigning him a person to teach you how things should be done.

Based on the results obtained, we proceeded to elaborate proposals for improvement for both SMEs, among which the following can be highlighted:

1. Formalize each of the processes (recruitment, selection, hiring and induction) related to the administration of personnel for each of the SMEs under study.
2. Have a person who is exclusively responsible for performing the functions of this area.
3. Establish policies for the administration of personnel that serve as a guide for decision-making related to this area.
4. Prepare a manual of policies and procedures exclusively for the area of human resources, where each of the functions to be performed in said area is clearly and thoroughly described.
5. Prepare an induction manual to support the implementation of this important process in the incorporation of a new employee to the company.

In addition to the improvement proposals made to the SMEs, it was supported in the elaboration of the policies for the area of human resources, in the same way the manual of policies and procedures was designed for this same department as well as the induction manual that will serve as support in this function.

Conclusions

The findings obtained in the present study, corroborate the difficult condition that SMEs go through in terms of human resources, since for different reasons, whether financial, cultural or other, this type of company usually does not have a specific area dedicated exclusively to meet the requirements and needs of its staff, being the owner or manager of the business who must take charge of performing the functions of this department, whether or not you have sufficient knowledge to do so.

Reinforcing the above, Jaramillo (2005), states that one of the internal problems that hinders the development of SMEs is the poor management of human resources within organizations, so it is considered of utmost importance to pay timely attention to This area, as well as the functions carried out in it, with the purpose of ensuring that the organization has the appropriate personnel to support the fulfillment of the objectives set, thus achieving organizational efficiency and effectiveness.

Therefore, it is considered indispensable that the investigated SMEs put into practice the proposals that were made to them as well as implement the manuals that were designed for exclusive use for each of them.

It can be concluded by reinforcing the importance of continuing to carry out this type of research in which the university is linked to companies, since through these interventions benefits are obtained for the SMEs under study, through the diagnoses made as well as of the proposals and implementation of improvements that are made to them; Like the students participating in these projects, who put into practice in the real field the knowledge acquired in the classroom.

It can be concluded that every organization is composed of people, who contribute their skills, knowledge, experiences and attitudes to the success and permanence of the company, hence the importance of conducting studies focused on this subject, which serve to improve the functions performed by the area in charge of the personnel and in this way we can count on suitable employees to perform the assigned positions, contributing in this way in the organizational improvement.

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