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RINOE Journal-Public Economy

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Presentation of the content

In the first article we present, *The wages of informal workers in the Plazuela del Cooperativista as a family economic problema*, by CORNEJO, Daniel, GOYTIA, Carmen and ROMERO, María, with adscription in the Universidad Mayor Real Pontificia San Francisco Xavier de Chuquisaca, in the next article we present, *The human factor in organizations and its relationship with the promotion of competitiveness and productivity*, by ROMERO, Beatriz & ALVARADO, Aida, with adscription in the Universidad de Occidente, in the next article we present, *Can IT Governance be implemented without Corporate Governance?* by GARIBAY-OROZCO, Jorge, with adscription in the Universidad Iberoamericana, in the next article we present, *IT Governance is the only possible way to ensure that systems areas contribute to business success*, by LEZAMA-VÉJAR, Valeria, with adscription in the Universidad Iberoamericana.

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The wages of informal workers in the Plazuela del Cooperativista as a family economic problema

El salario de los trabajadores informales de la plazuela del Cooperativista como problema económico familiar

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Abstract

This article took as its main objective to determine if the wage paid informal workers in the square of the cooperative is to fund sustainable economic household expenses, and thus make known their socioeconomic status. To this end statistics from the National Institute of Statistics (INE) and primary data sources were used, as surveys and interviews were conducted.

Resumen

El presente artículo tuvo como objetivo principal determinar si el salario pagado a los trabajadores informales en la plaza de la cooperativa es para financiar los gastos económicos sostenibles del hogar, y así dar a conocer su situación socioeconómica. Para ello se utilizaron estadísticas del Instituto Nacional de Estadística (INE) y fuentes de datos primarios, ya que se realizaron encuestas y entrevistas.

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* Correspondence to the Author (e-mail: danyfrancco84@gmail.com)

† Researcher contributing as first author.

Introduction

The article shows the economic situation of informal workers in the plazuela del cooperativista in the city of Sucre, the wages they receive and whether they support family expenses.

As informal workers, they do not have an employment contract, lack social security, compensation, retirement, minimum wage, among other labour rights. This situation is not only found in the plazuela del cooperativista, it is reflected throughout Bolivia, as human resources indicates, informal employment in Bolivia reaches 74 per cent of the economically active population (EAP), which comprises 3.7 million jobs in the country, equivalent to two thirds of the population [losrecursoshumanos, 2012].

The article will be divided into 4 sections. The first section will refer to the informal economy, informal work, and decent work. The second section will refer to the minimum wage; the third section will refer to the indicators that determine the economic situation of workers and, finally, the fourth section will cross-reference data showing the salary they receive and the expenses they have per month, demonstrating the socio-economic situation of workers.

Informal economy, informal work and decent work

The informal economy is the hidden economic activity, hidden only for reasons of tax evasion or purely administrative control (e.g. undeclared domestic work, spontaneous street vending or undervaluation of the deeded price in a real estate sale or purchase). [Chacolla, 2011]

The concept of the informal economy was born in the third world, as a result of a series of studies on the urban labour market in Africa, it is part of the underground economy, together with illegal economic activities (e.g. false or falsified invoicing, drug trafficking, arms trafficking, money laundering). [Garcia, 2012]. The International Labour Office (ILO) redefined informality, making it synonymous with poverty, however, to better understand informal work, one must understand what informality is; understanding informality as "self-employment".

Informal work in Bolivia reaches 74 per cent of the economically active population (EAP), which comprises 3.7 million jobs in the country. The information is contained in the study "El derecho al empleo digno" (The right to decent employment), in the framework of the autonomies, elaborated by the economist Enrique Velazco, with the support of Ayuda Obrera Suiza (AOS), the foundation for small and medium industry Inaset and the International Labour Organisation (ILO); the author affirmed that the biggest problem in the country has to do with the quality of employment; two thirds of the employed population are in the informal sector and work without an employment contract.

They also lack social security, compensation and retirement benefits; according to the study, the level of informality in the capital cities is 65 per cent, and in rural areas it rises to 90 per cent. According to Velazco, to reduce informality by 50 per cent between 2010 and 2015, 1,826,386 decent jobs must be created, at a rate of 365,277 per year. [losrecursoshumanos, 2012]

The national development plan and its four pillars that make up Bolivia include the Dignified Bolivia pillar where, among other indicators, they talk about dignified work, which is understood as a remunerated activity that creates goods and services for society, and also generates satisfaction and sufficient income for the person who carries out this work for their own and their family's wellbeing.

The minimum wage

The minimum wage in Bolivia is fixed for periods of one year and is paid monthly, [cambio, 2012] Between 2000 and 2014, the national minimum wage in Bolivia increased by 310%, according to data provided by the Ministry of Communication and Bolivia TV.

Description	2011	2012	2013	2014
Salary minimum wage (in bolivianos)	815,4	1.000	1.200	1.440
Decree supremo (number)	809	1213	1549	1988
Date of promulgation	02/03/2011	01/05/2012	10/04/2013	01/05/2014

Table 1 Bolivia national minimum wage

Source: Bolivian official gazette national institute of statistics

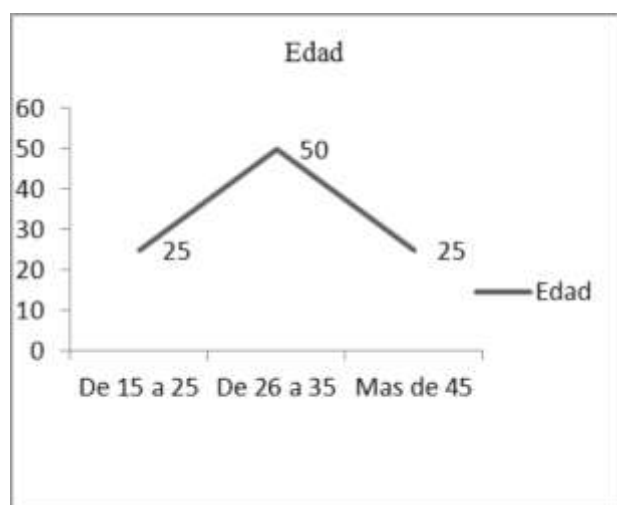
The difference between wage and salary is that wages are defined as payment made to workers on an hourly basis while salary is specific amount of money paid on a weekly, fortnightly or monthly basis. [society, 2012]

Socio-economic indicators

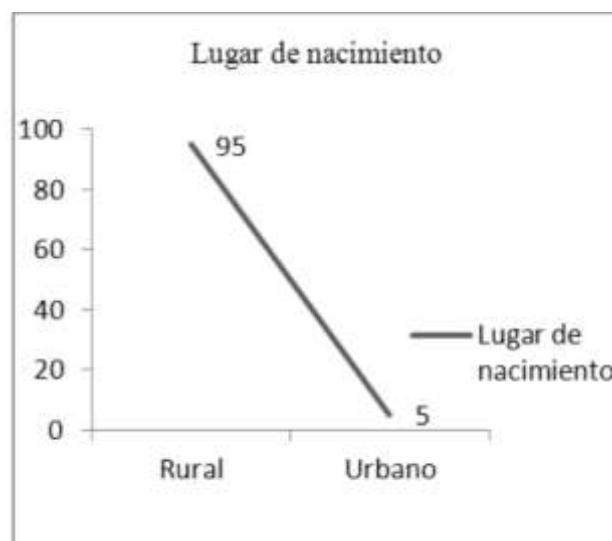
The indicators we used to determine the socio-economic status of the workers in the cooperativista's plazuela were:

- Age
- Education level
- Place of birth
- Job he performs
- Civil status
- Daily income
- Number of children
- Hours worked

Which were determined in the questionnaire yielding the following results:



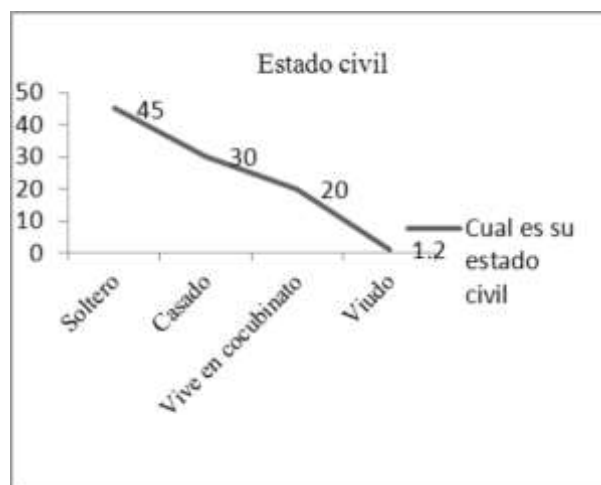
Graph 1



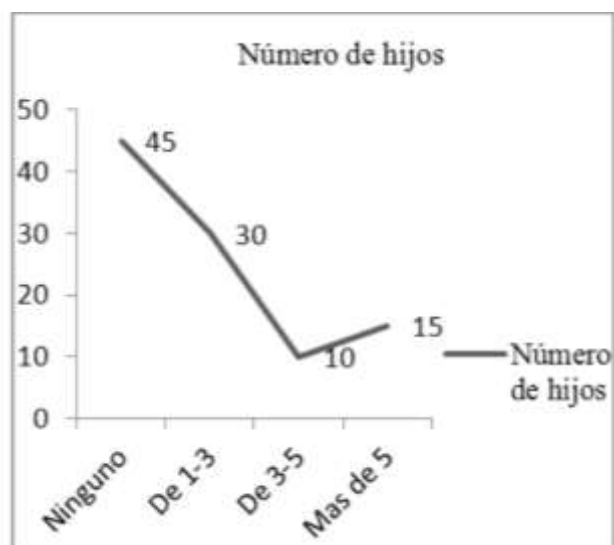
Graph 2

With regard to the age of the workers, the average age of the workers is 35 years, so most of them are single and have no children. With regard to the level of education, 70% of the respondents only studied up to primary school.

It can be determined that the majority of the workers in the cooperativista plazuela are migrants, a variable that was ratified with the observation that the majority of those surveyed had the Quechua language as their predominant language, typical of their regions of origin.

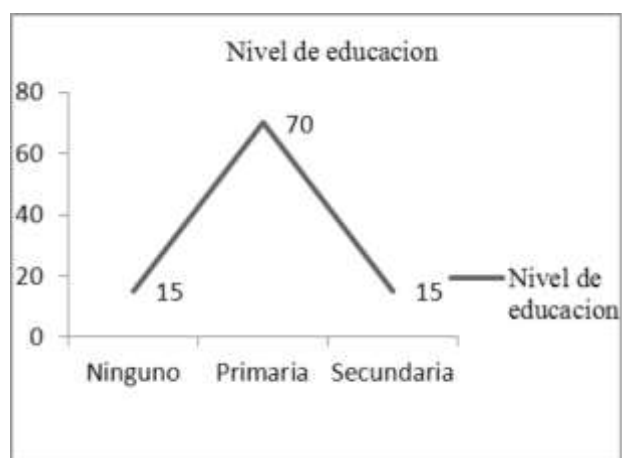


Graph 3

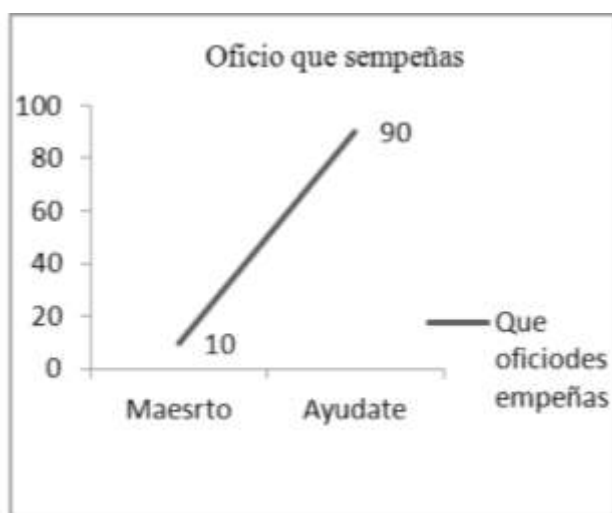


Graph 4

It can be seen that 50 percent of those surveyed are single, a determining factor when it comes to disposing of their salary, followed by 30 percent who invest in family expenses. 40 percent have no children as a factor for the provision of salaries and extra expenses.



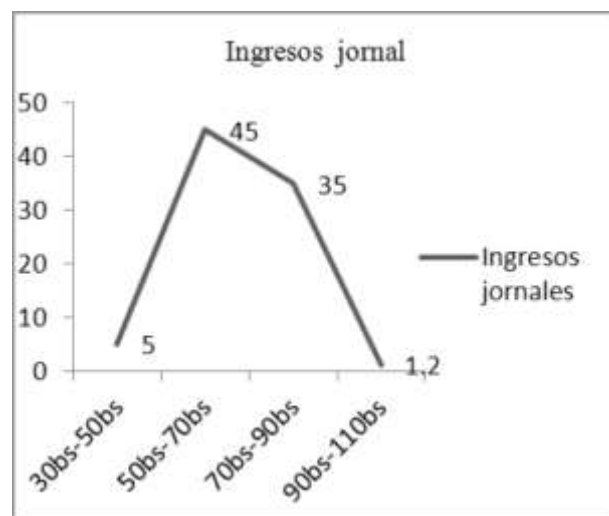
Graph 5



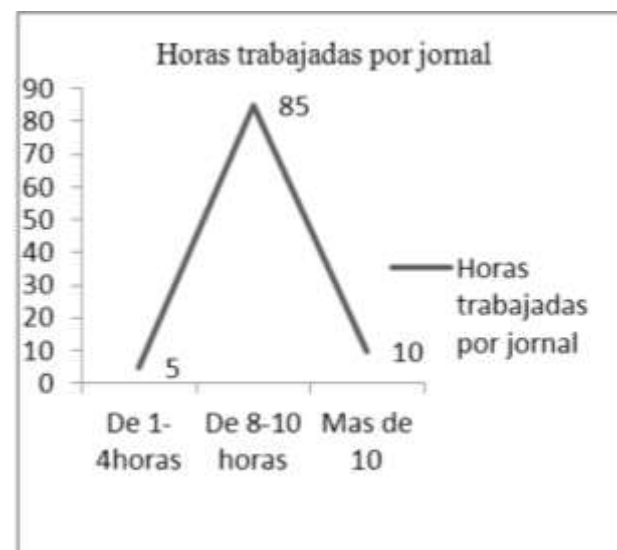
Graph 6

60 percent of the respondents have a primary school level of education, it is essential to know the level of education of the respondents as it determines their occupation in society.

95 percent of those surveyed were employed as helpers in their daily lives.



Graph 7



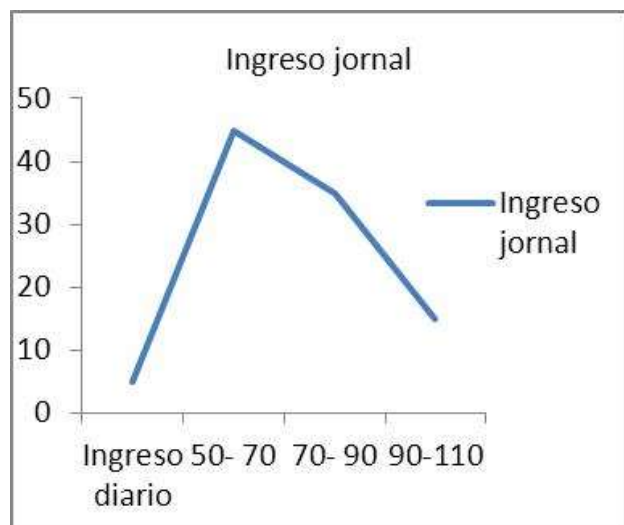
Graph 8

Forty-five percent of respondents receive between 50 and 70 bolivianos per day for work completed, depending on the demands of the job, the income can vary.

85 percent of respondents work between 8 and 10 hours a day, a variable that varies according to the job completed which allows them to take up a new one.

Comparison of expenditure

Daily income



Graph 9

95% of the workers are only assistants, which is why the average daily wage they receive is 70 Bolivianos and the hours worked are between 8 and 10 hours a day.

It was considered convenient to draw an average of the average daily wage received by the workers:

$$\text{media aritmetica} = \frac{x_1 * f_1 + x_2 * f_2 + x_3 * f_3 + \dots + x_n * f_n}{f_1 + f_2 + f_3 + \dots + f_n}$$

$$\text{media aritmetica} = \frac{0 * 5 + 200 * 12 + 400 * 3}{20} = 180$$

As can be seen, the arithmetic mean of the daily income of the workers of the cooperative's plazuela is 72 bolivianos per day, but for the comparison of the data we not only need the mean of one day, but also that of a month, so what was done was to multiply this figure by the total number of working days worked, that is, it was multiplied by 20 days:

$$20 * 72 = 1440 \quad (3)$$

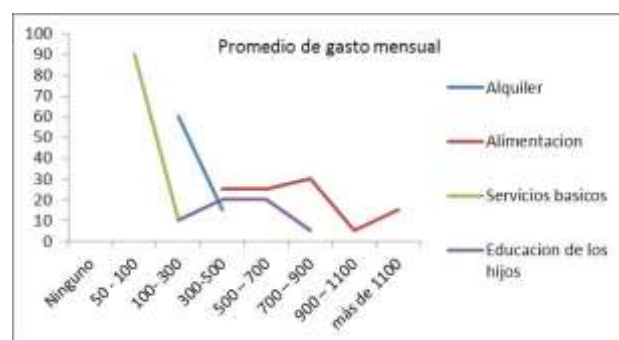
The average average monthly income of the workers of the cooperative's plazuela is 1440 bolivianos per month.

Average monthly expenditures in workers' households

The indicators used to determine this variable were:

- Nature of the worker's place of residence (whether it is the worker's own home or rented or rented out).
- Average monthly expenditure on renting the worker's home
- Average monthly expenses for the worker's basic utilities
- Average annual expenditure on education for workers' children

Which were determined in the questionnaire by voting on the following data:



Graph 10

Arithmetic mean of the average amount you spend monthly on renting your home:

(Medarithmetic average of the average monthly food expenditure

$$\text{media aritmetica} = \frac{400 * 5 + 600 * 5 + 800 * 6 + 1000 * 1 + 1100 * 3}{20} = 705$$

Arithmetic mean of the average monthly average of what you spend on basic services:

$$\text{media aritmetica} = \frac{100 * 18 + 200 * 2}{20} = 110$$

(6Arithmetic average of the average monthly amount you spend on your children's education:

$$\text{media aritmetica} = \frac{0 * 9 + 325 * 2 + 475 * 4 + 625 * 4 + 700 * 1}{20} = 5750$$

$$5750 / 12 = 479.16$$

Summing up the results of the Arithmetic Mean of each of the indicators above, it can be seen that the average mean of the expenses incurred by the workers of the cooperative's plazuela is:

Bolivianos

Comparison between the average monthly household expenses of the workers in the plazuela of the cooperativista with the average monthly salary of the workers.

After carrying out the arithmetic mean, it could be observed that the average monthly household expenditure of the workers of the plazuela del cooperativista is 1474.16 Bolivianos, while the average monthly salary they receive is 1440 Bolivianos.

It can be seen that there is indeed a deficit between what they earn and what they spend, but it is 34.16 bolivianos, which although it is not much, the real risk is that the workers in the plazuela del cooperativista, being informal, are prone to not getting work, since the number of informal workers exceeds one hundred people, which reduces their chances of getting work. In addition, they lack all the benefits of salaried workers such as retirement, social security, Christmas bonus, etc.

Conclusions

The socio-economic conditions of informal workers are subject to the high demand of workers in the cooperativist's marketplace, they do not have privileges such as health insurance, bonuses, pensions, fortnights, etc., which is why they are more vulnerable when they have to deal with expenses outside their budgets such as illnesses, parties, or any other extra expenses.

The average household expenditure of the workers in the cooperative's plazuela is 1474.16 Bolivianos per month, the average monthly salary they receive is 1440 Bolivianos. It can be observed that there is indeed a deficit between what they earn and what they spend, but it is 34.16 bolivianos, this varies according to the opportunities to get a job, it can be affirmed that the salary that informal workers receive does not cover all their expenses.

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The human factor in organizations and its relationship with the promotion of competitiveness and productivity

El factor humano en las organizaciones y su relación con la promoción de la competitividad y la productividad

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Abstract

This article analyzes the importance of human factor in the field of Mexican organizations and how they must develop strategies to survive in environments of change and transformation are technological, social, political, economic and work processes of people, including other; and added to the competitiveness and productivity of organizations to enable them to grow at the national level but also on international stages. As emphasis on corporate culture regarding the training and motivation of staff, as a spearhead to contribute to the understanding of studies is Mexican organizations.

Resumen

El presente artículo analiza la importancia del factor humano en el ámbito de las organizaciones mexicanas y cómo éstas deben desarrollar estrategias para sobrevivir en entornos de cambio y transformación tecnológica, social, política, económica y laboral que son los procesos de las personas, entre otros; y que sumados a la competitividad y productividad de las organizaciones les permitan crecer a nivel nacional pero también en escenarios internacionales. Como énfasis en la cultura corporativa respecto a la formación y motivación del personal, como punta de lanza para contribuir a la comprensión de los estudios es las organizaciones mexicanas.

Citation: ROMERO, Beatriz & ALVARADO, Aida. The human factor in organizations and its relationship with the promotion of competitiveness and productivity. Journal-Public Economy. 2022. 6-10: 7-12

† Researcher contributing as first author

Introduction

Organisational analysis is a subject that is difficult to dissociate when talking about development or competitiveness, as it will depend to a large extent on the activities carried out by an entity based on its organisational structure, its economic and business activities, among others. Thus, it is unavoidable that today's organisations have had to live through the transformation that has been generated by globalisation, since thanks to this phenomenon they must coexist and compete in an environment that is increasingly flooded with companies from different countries and with a business culture that is different from that of Mexico.

Therefore, it is essential for today's organisations to compete not only on the basis of the products and/or services they offer, but also the competitiveness that can be achieved through the human factor, since it is no stranger to the fact that various organisations promote and are composed of highly qualified personnel to operate in various scenarios.

In this sense, it is essential to study the human factor as an essential aspect in the life of an organisation, since, as Hodge, Anthony and Gales (2007, p.11) point out, this is composed of two or more people who work collaboratively and together within identifiable limits to achieve a common goal and objective. Implicit in this definition are several ideas: organisations are made up of people (i.e. members); organisations divide work among their members; and organisations pursue shared goals and objectives. Given this order of ideas and the importance of the study of the human factor in organisations, this article aims to answer the following central question: What is the importance of the human factor in achieving competitiveness and productivity in today's organisations?

Likewise, in an attempt to systematise the research, the following secondary questions are proposed:

1. What are the main strategies that organisations implement to be competitive?
2. What are the characteristics that identify the human factor in the organisation?
3. What is the importance of the human factor in the organisation?
4. What aspects inhibit the achievement of competitiveness and productivity in organisations and what actions are taken to solve them?

In an attempt to answer the above questions, this article aims to provide a general outline of the importance of the human factor for the achievement of organisational objectives such as: competitiveness and productivity.

Thus, an outline is generated on the current situation of organisations and various theories that study human capital from an organisational and business development perspective in order to subsequently point out some proposals aimed at improving the current situation of Mexican companies.

On the other hand, some objectives are established for the study of the human factor in organisations and its relationship with the promotion of competitiveness and productivity that are pursued in the research, in order to provide knowledge to guide the efforts of organisations. The general research objective is: To establish the importance of the human factor in organisations in order to achieve their objectives based on competitiveness and productivity in the operations they carry out in the business environment in which they operate.

Likewise, some specific objectives are generated to give greater emphasis and development to various variables of the study:

1. To analyse the main strategies that are implemented in organisations to achieve their competitiveness.
2. To describe the characteristics that identify the human factor in organisations.
3. To examine the importance of the human factor in the achievement of organisational objectives.
4. To delimit the aspects that impede the achievement of competitiveness and productivity in organisations and the alternative solutions that can be implemented.

Given the above, the aspects that have been considered relevant for the development of the proposed theme are organised. In this sense, an analysis of the competitive context of organisations and the importance of the human factor is presented first, as well as the conditions and environments for the development of the human factor, which allows us to observe some situations that are favourable for the development of their activities.

Next, a series of theories oriented to the study of the human factor in organisations are presented, which allow to be the basis for the development of the research, by outlining a relationship between the emergence of human resources theories and the characteristics that are currently observed.

Finally, a series of contributions are generated which, based on the study and development carried out, are shared with some points and recommendations regarding the human factor in global and Mexican organisations in order to achieve competitiveness and productivity.

The importance of the human factor in the competitive context of organisations

Competitiveness is a trend that has come to revolutionise the way of operating and doing business not only in people, but also in organisations, since nowadays they act and establish their objectives and goals based on the search for the achievement of competitiveness.

It is important to note that according to Hitt, Ireland and Hoskisson (2008, p.7) the competitive environment of the 21st century has some different characteristics from the conventional ones known as economies of scale and huge advertising budgets of organisations. Nowadays the competitiveness of an organisation means being in line with technological changes, the information age, the growing intensity of knowledge, organisational change, as well as a factor that has been gaining relevance over the years, i.e. the human factor, who was previously considered as a part of the organisation but not as a carrier of knowledge, but as a cog in a production structure, especially in the era of Frederick Winslow Taylor.

However, according to the aforementioned authors, it is nowadays the contribution of managers and company leaders who are the ones who make the necessary change for competitiveness, through a new mental attitude that gives value to flexibility, speed, integration and the challenges that arise from ever-changing conditions.

But what is meant by competitiveness and why has it become so important for today's organisations? The term competitiveness is understood as an aptitude or ability to prevail over others, or as a competitive state, according to Peñaloza (2005, p.44). However, Michael Porter (1997, p.298), the main precursor of competitive advantage explains that the new theories are developed from economies of scale, technological disparity and the emergence of multinationals, as well as the behaviour of companies, the structure of the sector to which they belong and their positioning within it.

Therefore, a country's competitive advantage is its ability to entice firms (local or foreign) to use the country as a platform to carry out their activities. Michael Porter (1997, p.156), proposed a model to determine the competitive strengths and weaknesses of countries and their main sectors, known as the "national competitiveness diamond", a diamond with four "faces". These consist of: 1) the existence of resources (e.g. human resources and research and information infrastructures); 2) a business sector that invests in innovation; 3) a demanding local market; and 4) the presence of supporting industries.

As Porter pointed out in his study on the aforementioned advantages, a fundamental part in the development of organisations is the human factor or resource, as it involves the skills and knowledge of all the employees that make up a business entity, since as competitive dynamics accelerate, the probability increases that the only source of a truly sustainable competitive advantage will be people (Hitt, et al., 2008, p.388). Following on from this, Koontz, Weihrich and Cannice (2008, pp.412-413) note that in organisations, people are much more than a productive factor. They are members of the social systems of many organisations; they are the consumers of goods and services and thus vitally influence demand; and they are members of families, schools, churches, industry associations and political parties.

In other words, they interact in a broad social system. However, such individuals cannot be treated as average people, i.e. each person has his or her own work dynamics, knowledge, skills, etc., and it is to the extent that organisational leaders understand this that they can achieve success in the enterprise.

Batres and García-Calderón (2006, p. 213) argue that the development of successful countries teaches that the strengthening of Human Capital, focused on fields of specialisation, is the lever that attracts investment and results in integrated and powerful productive chains.

Based on the above, it can be summarised that the human factor in organisations is an extremely relevant aspect in the organisation, as it represents the main driving force for its development, even though it is an intangible aspect, it is highly assessable when it comes to measuring the results in terms of competitiveness and productivity² generated in the company, as the knowledge, experience, employee satisfaction and know-how of the organisation are aspects that allow it to achieve its objectives.

Organisational conditions and environments

Today's organisations face a number of opportunities but also threats in terms of their forms of operation, since, as has been pointed out, the current market conditions are quite different from what they were before globalisation, countries now find themselves in an environment in which there is more and more competition between companies, not only local or national, but also international, of which they know little and of which it is difficult to compete, especially if it refers to underdeveloped countries.

In this context, it is necessary to inquire about market conditions, since the world is constantly changing, it is said that "the only thing that does not change is change", referring to the fact that organisations must increasingly focus their efforts on adapting to a changing environment with new challenges to face. For this reason, various authors argue that change is something for which today's companies must be prepared in order not to perish, for example, it is imperative that they seek the implementation of new technologies.

To carry out increasingly efficient production processes, to have a production plant that innovates in products and/or services, as well as a solid human factor that is well prepared and trained in terms of organisational tasks.

Undoubtedly, intellectual capital in organisations is what provides success or failure, since it is not enough to have sophisticated equipment or the best technologies, if the direction and strategies that the company must follow to be competitive in the market and not perish are not clear.

Theories oriented to the study of the human factor

Various theories or research have been carried out on the study of the human factor in organisations. Among the most noteworthy are the human relations theory, Maslow's hierarchy of needs theory, Alderfer's ERG theory, Herzberg's motivation-hygiene theory, Vroom's experience motivation theory, among the main ones.

Based on the above, it can be established according to Chiavenato (2006, p.84) that with the humanistic approach, management theory undergoes a conceptual revolution in which there is a transition from the emphasis previously placed on the task and organisational structure, to the emphasis on the people who work or participate in organisations, i.e. now the study and concern is focused on the psychological and sociological aspects of the individuals who make up the organisation.

According to Chiavenato (2006, p.88) the Human Relations Theory arises from the following facts: 1) the need to humanise and democratise management; 2) the development of human sciences; 3) the ideas of John Dewey's pragmatic philosophy and Kurt Lewin's dynamic psychology and, finally; 4) the conclusions of Hawthorne's experiment.

It should be noted that among the characteristics of the aforementioned theory is that it treats the organisation as groups of people, puts the emphasis on people, inspired by psychology systems, delegates authority, employee autonomy, trust and openness, emphasises relationships between people, as well as trust and group and interpersonal dynamics (Chiavenato, 2008, p.95).

On the other hand, some theories are observed as the theory of Maslow's hierarchy of needs, the main contribution of the psychologist was to argue that when a series of needs is satisfied, it ceases to be a motivator for the human resource, therefore, he proposed a pyramid in order of ascending importance, among which he hierarchised: 1) physiological needs, 2) security needs, 3) needs for affiliation or acceptance, 4) needs for esteem and, 5) need for self-fulfilment. Analysing a little, it can be argued that Maslow's proposal emphasises the steps that the individual follows to cover his primary need, which is self-fulfilment, pointing out that it is complicated for a person to obtain it without first having covered the rest of his or her needs (Koontz, et al., 2008, pp.417-418).

Likewise, the aforementioned authors define Alderfer as proposing the ERG theory, which consists mainly of three categories similar to those presented by Maslow: need for existence, need for relationships and need for growth.

Herzberg, for his part, established the motivation-hygiene theory, consisting of a modification of Maslow's hierarchy. His theory consists in finding a two-factor theory of motivation. In one group are: policy and administration, supervision, working conditions, interpersonal relations, salary, status, job security and the personal life of the company, which he defines as maintenance, hygiene or work context factors. In a second group, he lists job content-related satisfiers. It includes achievement, recognition, challenging work, advancement and growth at work (Koontz, et al., 2008, pp.419-420).

Finally, the expectancy motivation theory developed by Victor H. Vroom is presented, who argues that people will be motivated to do things to achieve a goal if they believe in the value of that goal and if what they do will help them achieve it (Koontz, et al., 2008, p.421).

As can be seen in the theories described above, the motivation of the human factor in organisations is a fundamental component for its development to be the most convenient for the company, since an unmotivated employee can generate losses and lack of competitiveness in the organisation.

However, based on the aforementioned theories, a motivated person will manage to be in line with the objectives pursued by the organisation, since he or she will assume them as his or her own challenges and commitments.

On the other hand, we find that for some organisations, the human factor is considered as a cost to be reduced and not as a fundamental element that contributes to the creation of value and wealth. In this sense, it can be pointed out that the creation of value does not mean for the structure a disappearance or reduction of its human resources, but rather a greater use based on the knowledge of the personnel and new ways of carrying out the company's activities.

Conclusions

Organisations in the world have been characterised by living in a complicated and in some cases hostile environment, as they all pursue a common goal, consisting of achieving competitiveness and productivity in their companies. However, it is currently difficult to think that these organisations only focus their strategies on a production system that is intensive in raw materials, as the changes and demands of the environment establish that current success is oriented towards the strategies of the organisation that emphasise the achievement of intensive production in knowledge and information. This can only be achieved through the human factor involved.

There is much talk about competitiveness in companies, and the constant competition to achieve it. Nowadays, countries seek to remain or be placed in the global competitiveness ranking, however, it is not an easy task, because it involves various aspects to be achieved such as innovation, technology, investment, efficiency, opportunities, growth, good jobs, productivity, among others.

It is important to note that in the case of Mexico, even though it has been declared by the World Economic Forum (2012) that it has moved from fifty-eighth to fifty-third place, in terms of jobs and competitiveness in various sectors of the economy there is still no improvement and despite the efforts that have been made by various institutions and organisations, there is still a long way to go to achieve the necessary improvements so that Mexican companies can compete on an equal footing with other international markets.

This is mainly due to the business culture, which is known to be little oriented towards the external sector, or even worse, to the international competition that is increasingly establishing itself in the country and for which they are not prepared. In this sense, there are countless examples and cases that Mexican organisations have experienced, however, it is a reality and an imperative need to turn their efforts towards knowledge, i.e. the training of human resources necessary for companies to be increasingly competitive. It is essential to invest and direct the efforts of both governmental institutions and the companies themselves towards constant training and the search for solutions to the problems that have been afflicting the country for decades.

Finally, it can be affirmed that there is a long way to go for Mexican organisations, especially in terms of achieving competitiveness, since, as has been mentioned, several variables must be reconsidered and redesigned in order to achieve better development and sustained growth.

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Can IT Governance be implemented without Corporate Governance?**¿Puede implementarse el Gobierno de las Tecnologías de Información sin el Gobierno Corporativo?**

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Abstract

Usually you can't talk about IT Governance, without talking about Corporate Governance. In many countries the first one relies on the second, and there is no possibility that you can really implement such best practices without top management or board support. However in Mexico and some Latin American countries we are experiencing this new paradigm. It seems that there is a new IT clear objective: demonstrate what the area can do for the business, but not only to continue the —status quo or to run and support the basic processes of the organization, but to help institutions to be more competitive as well as optimizing resources needed to work and innovating processes. Also we are experiencing a new breed of IT professionals that are eager to prove their value and communicate what the standards, frameworks and best IT practices can offer to top management boards. There is no time to wait until executive managers, any C+ suite board member or even senior managers can approach to IT professionals to ask for their support and commitment. IT professionals must take initiative to present what a framework can offer to the business and in that way participate on defining enterprise strategy.

Resumen

Normalmente no se puede hablar de IT Governance, sin hablar de Corporate Governance. En muchos países el primero se apoya en el segundo, y no hay posibilidad de que realmente se puedan implementar estas mejores prácticas sin el apoyo de la alta dirección o del consejo de administración. Sin embargo en México y algunos países de América Latina estamos experimentando este nuevo paradigma. Parece que hay un nuevo objetivo claro de TI: demostrar lo que el área puede hacer por el negocio, pero no sólo para continuar con el -status quo o para ejecutar y apoyar los procesos básicos de la organización, sino para ayudar a las instituciones a ser más competitivas, así como optimizar los recursos necesarios para trabajar e innovar los procesos. También estamos experimentando una nueva generación de profesionales de TI que están ansiosos por demostrar su valor y comunicar lo que las normas, los marcos y las mejores prácticas de TI pueden ofrecer a los consejos de alta dirección. No hay tiempo que esperar a que los directores ejecutivos, cualquier miembro del consejo de la C+ suite o incluso los altos directivos se acerquen a los profesionales de TI para pedirles su apoyo y compromiso. Los profesionales de TI deben tomar la iniciativa de presentar lo que un marco puede ofrecer a la empresa y participar así en la definición de la estrategia empresarial.

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Introduction

We normally start from the concept that we cannot have IT Governance if it is not supported by Corporate Governance. The latter is an indispensable requirement for organisations to support the creation and good operation of a technology area. Today we see cases that fall outside this operational parameter. Increasingly, we find some organisations developing an IT operations model that meets the requirements of good governance.

Without top management support or an organisational structure that is based on corporate governance, these organisations are finding it more difficult and more costly to do so. Mexico, like other Latin American countries, seems to have this model of operations more frequently than American, Asian or European organisations.

Is it a matter of idiosyncrasy, culture or the current situation at a time when information technology seems to be a tool for professionalising work environments?

Currently, given the economic conditions that limit the opportunities for other sectors to grow at a fast pace, Information Technologies seem to be making their way in a competitive environment and the urgency to deliver results, trying to take advantage of and leverage their growth in terms of innovation or optimisation of resources. IT specialists are starting to become important figures in the definition of the strategy of organisations and if this prominence is maintained, we may see a paradigm shift in several institutions from the one traditionally observed.

We have observed that there is a need to demonstrate the value that IT can bring to organisations, which is leading those responsible for these functions to develop models for the efficient operation and management of technological resources, trying to adhere to the best frameworks of reference in the industry. It is increasingly common to find organisations that in their daily work make an effort to professionalise the operation of Information Technologies.

To this end, they make use of best practices, reference frameworks and leading certifications in the different specialisation markets, from technology service management, information security, technological and business risk analysis or even continuity and availability issues in service delivery.

No doubt we will see in the near future a closer interaction between the areas responsible for IT and the Business areas. The question is whether the former can eventually support organisations in developing Corporate Governance models.

Current role of IT in organisations

Information Technology is undoubtedly an enabler of business today and should be a key area in shaping the strategy of those companies that want to be leaders in their markets or whose levels of competitiveness are high. Today, it is impossible to imagine a company wanting to be a leader or remain in the competitive environment without the strategic use of IT.

According to the Gartner Group 13, the contribution of Information Technologies to the business can be in three different ways:

- a. IT Runs the Business
- b. IT Grows the Business
- c. IT Transforms the Business

While many IT leaders are concerned with fulfilling the first operations model identified by Gartner, we are increasingly seeing the CIO4 of organisations trying to transform the business by creating and communicating the value that organisations can receive from IT. With this role and mode of operation they are moving from being simply operators to strategists within the organisation. The leaders of these areas should not be -technologists, but specialists in the management of information and the identification of how, through it, we can bring value to institutions regardless of size, line of business or sector in which they participate.

How has Information Technology evolved?

The first formal attempt to standardise and take advantage of the accelerated growth that computer systems experienced with the development of microprocessors and computer systems came from the UK Office of Commerce (OCG).

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In the mid-1980s, the OCG sponsored the development of a series of books and recommendations that sought to organise information technology services, and the ITIL5 (Information Technology Infrastructure Library) framework was born.

Initially the scope of these practices was to make service management more efficient in UK government offices, but today it is used as the market standard in all organisations that provide IT services, whether in government or private organisations worldwide.

ITIL has been evolving since its inception with version 1, up to the latest version known as ITIL V3 2011. In its more than 20 years of history, ITIL has transformed, along with the IT industry, from a set of function-based best practices to a set of process-based best practices and now to a service lifecycle management framework.

One of the objectives of this framework has been the alignment of Information Technology services with the strategic and business objectives of organisations, as well as the needs of customers. This practice is known as ITSM6 and has been at the core of the development of the ITIL standard.

Since 2005, this framework has served as the basis for developing a certification that is now recognised by the market as a guarantee of world-class service management operation ISO/IEC 200007.

Information Technology is undoubtedly a business enabler in the current era and should be a key area in the strategy of those companies that want to be leaders in their markets or whose competitiveness levels are high. Today, it is impossible to imagine a company wanting to be a leader or remain in the competitive environment without the strategic use of IT.

IT no longer has a merely supporting role, but has become the protagonist of corporate strategy in companies. To the extent that the impact of IT on organisations is better understood, they can be better managed and therefore -governed to drive more business work.

One of the most important challenges today is to translate this strategic role into tangible value that IT areas deliver to other business units within organisations. They must clearly, accurately and measurably communicate their contribution to business strategy.²³

What about corporate governance?

On the other hand, Corporate Governance focuses more on the action of organising and managing the control structures of companies, people and the processes through which they interact.

Corporate Governance refers to the action of managing and governing the activities of an organisation, understanding it as an entity within the economy of nations, protagonist of the development and well-being of societies, generator of goods and/or services that can be acquired or exchanged.

ISACA8 , through the ITGI9 , defines Corporate Governance as -A set of responsibilities and practices executed by the board of directors and executive management in order to provide strategic direction, ensuring that objectives are achieved, establishing that risks are appropriately managed and verifying that the company's resources are used responsibly.

In emerging economies such as Mexico and some other countries in our continent, we are suffering somewhat from the consequences of the economic slowdown in the great powers such as the United States, France and even Germany. Companies in our region are more concerned with subsistence than with growth, which leads to policies and strategies of trying to do more with less, favouring traditional production and sales over the development of new products or the optimisation of processes.

In this sense, the role that corporate governance can play in organisations is decisive and should be a driving force for their growth and sustainability.

In Latin America, initiatives have also been developed to unify best practices in the field of good governance, one of the main ones being the Ibero-American Code of Good Governance¹⁰ signed in Montevideo, Uruguay in June 2006.

This document promotes, among other issues, the need to promote conduct that guides the correct exercise of professional practices, dignifying work and public responsibility in the general interest. Among other aspects and as part of its foundations, it provides values for the good governance of the public entities of the signatory countries on issues such as the following:

- Objectivity
- Tolerance
- Integrity
- Accountability²⁴
- Credibility
- Impartiality
- Dedication to service
- Transpare

Although this code applies to government agencies, we can also transfer their practices to the environment of commercial companies that have a relationship with their regulatory counterpart on the government side. The fact of having clear rules of good governance in public entities forces private companies to adapt to these ways of working in order to comply with the guidelines or regulations that governments impose on them.

In our country, the clearest contribution to the issue of corporate governance was developed in 1999 through a document signed by several private companies called the Code of Best Corporate Practices¹¹. The 2010 version is currently in force.

This document defines that the role of the Board of Directors is to define the strategic vision, as well as to oversee the operation and management of the organisation, which is the responsibility of the CEO, through the strategies that he himself establishes with his management team. Some basic principles are also established, such as: Responsible issuance and disclosure of information, transparency in management, identification and control of organisational risks, compliance with regulations, among others.

The latest version seeks, among other things, to support companies to be institutional, competitive and permanent over time. Although the principles set out in this code are not mandatory, it is considered that their adherence and application represent a competitive advantage for the organisations that adopt them.

From this background, it would be clear that organisations should necessarily first have a Corporate Governance, so that from there the creation and operation of the Information Technology Governance would be sought.

Does this work in reality?

IT Governance without Corporate Governance

We have seen that in many organisations IT is changing and transforming the *raison d'être* of the institution itself. This is happening not only in the private sector, but also in the public sector in our country where there are clear signs of the latter advancing without necessarily having a development or a platform at the top management level to support it.

Considering that recent federal or state administrations in Mexico have not had the continuity in the six-year development plans they present, nor consistency in many of the policies or reforms to the different sectors that have been presented, it is a little strange that the IT areas of some agencies have been strengthened in this practice and have shown that IT can be governed without a clear Corporate Governance in these institutions.

Some agencies at State Secretariat level, as well as State Governments, actually operate and use IT as an enabler of their strategy, transforming the way they deliver services and serve the population in the services they offer. People as one of the cornerstones of IT projects are defining the importance of IT to the organisation and are not waiting for senior management to establish a best practice or implement a corporate governance framework that supports IT governance.

Hence the importance of the leadership that the IT manager has within the organisation, so that he/she can influence the important issues of the institutions and therefore the definition of strategies that will be supported by a good operation and delivery of IT services.

According to ITGI¹², IT Governance is defined as -An integral part of corporate governance and consists of the leadership, organisational structures and processes that ensure that enterprise IT supports and extends organisational strategies and objectives

According to the Institute (the world's foremost recognised authority on IT governance), the 5 integral parts that make up IT governance are: Strategic alignment, risk management, value delivery, resource management and performance measurement.

In its 2011 Global report¹³ conducted in 21 countries in 10 different sectors, some important conclusions were reached, among which the following stand out:

- 55% of all respondents say that IT has a pro-active role within their organisation.
- IT is important in defining and supporting the organisation's strategy.
- IT helps in the selection of project focus priorities and prioritisation of implementations
- IT helps to reduce costs and make the organisation more competitive.
- IT provides a conscious analysis of business risks and opportunities for growth by leveraging new technologies
- Opportunity for innovation for competitiveness in times of economic crisis.
- Help in the use of frameworks and structures for the creation and operation of an enterprise architecture.

With all this, IT Governance is playing a decisive role in the economies of companies that really want to remain competitive in their sector, as well as public organisations that use this structured IT framework to support or cement the growth of their organisations.

In Mexico, in the private sector, there are several examples of organisations that are operating with a good IT governance scheme, so that those responsible for these areas help to achieve the company's objectives without necessarily having the backing of senior management or without having a corporate governance scheme.

Companies in the Financial, Manufacturing, Retail, Telecommunications and Services sectors, among others, suffer from structural problems to operate under a Corporate Governance scheme, however, IT areas are required to provide not only an operational service, but also, on their own initiative, in most cases, assume a pro-active role in defining the activities that will support the company's strategy and add value to it.

Conclusions

In the coming years we will see a growth in the number and areas of influence of IT professionals who will be spearheading efforts to put structure and strategic vision into organisations.

Today, motivated by economic, social and interaction changes with the appearance/proliferation of social networks or new communication platforms, it is essential that IT areas take the lead and act as facilitators in the creation of more professional structures in companies (Corporate Governance) that make them more efficient and competitive.

The future has already caught up with us, and the speed of change and adaptability to it will be two of the factors that will keep organisations going and make them sustainable, or will be the factor that dooms them to disappear.

According to Darwin's theories of evolution¹⁴, the species that survive are not the largest, most intelligent or fastest, but those that have the capacity to adapt to change, to new environments. In this sense, the organisations we will see in the future will be those that have the capacity to face the challenges and conditions that local and global markets will demand of them.

IT Governance is a powerful tool to achieve this and cannot wait for companies or public institutions to adopt a Corporate Governance scheme to support it.

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IT Governance is the only possible way to ensure that systems areas contribute to business success**El Gobierno TI es el único camino posible para asegurar que las áreas de sistemas contribuyen al éxito de las empresas**

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Abstract

Today, Information Technology (IT) are used in multiple models and business processes in organizations belonging to both public and private sector, have thereby neglected the idea that technology is expensive and little investment profitable. The reality is that, who does not insert as an organization in the technology world is destined to succumb. For good IT governance, it must be based on a framework of standards and performance standards to ensure the unit IT support business objectives of the organization. The implementation of methodologies such as ITIL, have contributed to the improvement in IT Management. Year after year we see as more and more companies certified standards of IT Service Management and ISO-20000 standards or Management Information Security and ISO-27000.

Resumen

Hoy en día, las Tecnologías de la Información (TI) se utilizan en múltiples modelos y procesos de negocio en las organizaciones pertenecientes tanto al sector público como privado, con lo que se ha dejado de lado la idea de que la tecnología es cara y poco rentable la inversión. La realidad es que, quien no se inserta como organización en el mundo de la tecnología está destinado a sucumbir. Para un buen gobierno de TI, debe basarse en un marco de normas y estándares de rendimiento para garantizar la unidad de TI de apoyo a los objetivos de negocio de la organización. La implantación de metodologías como ITIL, han contribuido a la mejora en la Gestión de TI. Año tras año vemos como cada vez más empresas certifican estándares de Gestión de Servicios de TI y normas ISO-20000 o de Gestión de la Seguridad de la Información y normas ISO-27000.

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Introduction

Nowadays, Information Technology (IT) is used in multiple business models and processes in organisations belonging to both the public and private sectors, and this has put aside the idea that technology is expensive and an unprofitable investment. The reality is that anyone who does not insert themselves as an organisation into the world of technology is destined to succumb.

Good IT governance must be supported by a framework of standards and behavioural norms to ensure that the IT unit supports the organisation's business objectives. The implementation of methodologies such as ITIL has contributed to the improvement of IT Management. Year after year we observe how more and more companies are certified in IT Service Management standards such as ISO-20000 or Information Security Management standards such as ISO-27000.

IT Governance

The term IT Governance is gaining momentum. It is the incorporation of a new view on IT perspectives, in terms of direction, strategies, decisions and supervision of the current or future state of IT implementation and use, i.e. a view from the business versus the demands of technology. It is also a question of IT Governance being the starting point for technological projects, obviously with strategic objectives that are of interest to the organisation that is going to develop it. With the clear and firm vision that the results will put the organisation at the forefront of the competitiveness needed at this time.

It should be considered that the personnel in charge of developing IT Governance in the organisation should do so under a strict framework of standards and rules of behaviour in order to guarantee that the IT Unit complies with the business objectives of the organisation. It is worth mentioning that the implementation of methodologies such as ITIL, have contributed to the improvement of IT Management, as a result of which more companies are certified in IT Service Management standards such as ISO-20000 or Information Security Management standards such as ISO-27000.³¹



Figure 1

Areas

1. Strategic alignment, focusing on:

- Ensuring the connection and integration of the business with IT plans.
- Defining, maintaining and validating IT value propositions.
- Align IT operations with those of the business.
- Achieving better alignment than the competition.

2. Value delivery refers to:

Executing value propositions during the delivery cycle, ensuring that IT delivers the benefits related to the business strategy, focusing on optimising costs and providing the value intrinsic to IT.

3. Risk Management requires:

- Senior management awareness.
- Understanding the need for compliance with requirements.
- Transparency in the treatment of the most significant risks.
- Integrating risk management responsibilities into the organisation.

- Clear understanding of the organisation's appetite for risk.

4. Resource Management focuses on:

- Optimally organising IT resources so that the services that require them get them where and when they are needed.
- Aligning and prioritising existing IT services and products that are required to support business operations.
- Control and monitor own and third-party IT services.

5. Performance Measurement, track and control:

- Implementation strategy.
- Project strategy.
- The use of resources.
- Process performance.
- Service delivery using BSC.

Without effective performance measurement, the other four aspects of IT governance are likely to fail.



Figure 2

Main IT Governance Forums

- ITGI (Information Technology Governance Institute): www.itgi.org
- ISACA (Information Systems Audit and Control Association): www.isaca.org

With regard to methodologies, there is no unified methodology for IT Governance.

There are methodologies that help and facilitate good IT Governance, mainly (ITIL) and (CoBIT), which have been incorporating best practices in IT Management and Governance for years.

Improved practice in project management and in the creation of processes that lead them to consolidate their projects:



Figure 3

Biblioteca de Infraestructuras de Tecnologías de la Información "ITIL"

Developed in the late 1980s, ITIL is now one of the de facto global standards for IT service management across a wide range of organisations. For example, the third version of ITIL aims to integrate IT with the business by incorporating best practices for IT Governance from a 100% strategic point of view, reinforcing it with the extension of Service Strategy processes.

What is ITIL?

- It is a non-proprietary Best Practice guide for IT Service Management.
- Applicable to all types of organisations.
- Developed by OGC in the UK in the 1980s.
- Since the 1990s it is the -de facto standard for ITSM.
- It is updated by the forums (itSMFs).



Figure 4

It is based on the concept of the service lifecycle and its structure consists of five phases. Strategy, design, transition, operation and improvement.

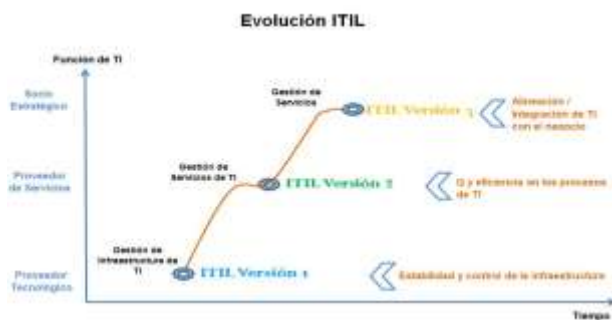


Figure 5

Objetivos para las tecnologías de la información y afines "COBIT"

Cobit business guidance is about linking business goals with IT goals, this is a key point that cannot be neglected, and through metrics and maturity models to measure achievements, and identify the responsibilities that are associated with business processes and of course IT.

The Cobit business orientation, - Objectives for Information and related Technology, is a globally accepted methodology for the proper control of technology projects, information flows and the risks involved. The COBIT methodology is used to plan, implement, control and assess IT governance, incorporating control objectives, audit guidelines, performance and outcome measures, critical success factors and maturity models.

It also enables organisations to increase their IT value by significantly reducing the risks associated with technology projects. Based on generally applicable and accepted parameters, to improve IT planning, control and security practices.

COBIT also contributes to reducing the existing gaps between the organisation's objectives and the benefits, risks, control needs and technical aspects of an IT project, providing a framework for its effective management.

Its version 5 is internationally accepted as a best practice in information control, comprising 34 high-level control objectives, one for each of the IT processes, grouped into five domains.

- Assess, Direct and Monitor (IT Governance Domain)
- Align, Plan and Organise
- Build, Acquire and Implement.
- Deliver Serve and Support
- Monitor and Evaluate

COBIT Evolution

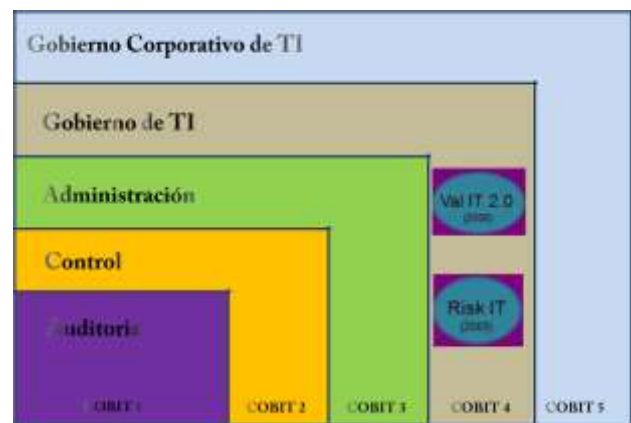


Figure 6

There are also frameworks that deal more specifically with some aspects of IT governance. These include:

- Val IT which focuses on managing the portfolio of IT initiatives, to generate value for the organisation and provide a framework for the governance of IT investments.
- RISK IT establishes a framework for organisations to identify, govern and manage the risks associated with IT initiatives.

The integration of the different Isaca frameworks and methodologies (Val IT, Risk IT, BMIS, ITAF and Board Briefing), as well as connecting with the other initiatives and standards accepted in the IT community (ITIL, ISO, etc.) is good news, as it will be difficult to have a single framework that works for everything, given the complexity of the aspects of IT Governance.

Undoubtedly, IT Governance is a structure of relationships and processes to direct and control the enterprise to achieve its goals, delivering value while balancing risk vs. return on IT.

IT should be governed by good or best practices that should be tailored to the needs of each organisation, applying them based on experience and common sense.

Conclusion

IT Governance is a structure of relationships and processes to direct and control the enterprise to achieve its goals, delivering value while balancing risk vs. return on IT.

IT should be governed by good or best practices that should be tailored to the needs of each organisation, applying them based on experience and common sense.

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COBIT
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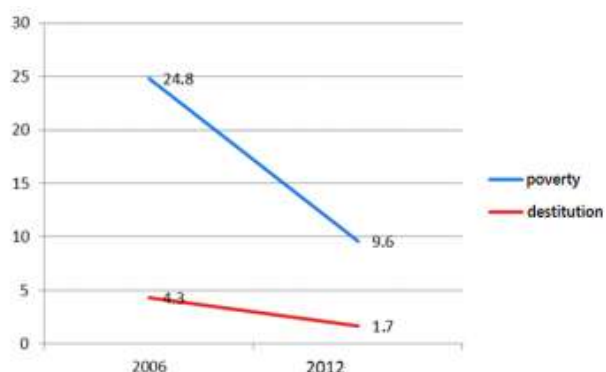
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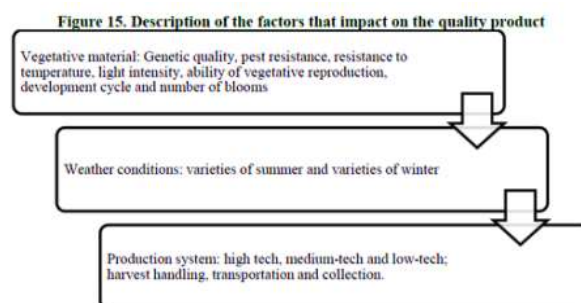


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