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Presentation of Content

In the first article we present, *Quality of life in patients with Sjögren's syndrome: habits and practices in Iberoamerica. A perspective from the administration* by De León-Sigg, Inés Angélica & Pérez-Veyna, Oscar, with ascription in Universidad Autónoma de Zacatecas, as the next article we present, *Leadership and person management skills in a footwear manufacturer in the city of León, Guanajuato* by Rivera-Cisneros, Miguel Angel, Franco-Bravo, Azeneth Irazú, Pérez-Flores, Angélica Josefina and Serrano-Torres, Ma. Guadalupe, with ascription in Universidad Tecnológica de León, as the next article we present, *Financial Analysis in Micro and Small Businesses: Business features and their influence on financial ratios* by Alcocer-Martínez, Fidel Ramón, with ascription in Universidad Autónoma de Campeche, as the next article we present, *The inbaund as a tool for the marketing of a Styrofoam-based sealant* by Pérez-Perez, Arely, Espinosa-Águila, Ma. Luis, Manuel-Anguiano-Carmona, Mauricio José and Flores-Ramírez, Roció Verónica, with ascription in Universidad Tecnológica de Tlaxcala, as the next article we present, *Social and solidarity economy, a strategy to address the migratory need and return of Mexicans from the United States* by Lara-Escamilla, Samuel, Nava-Pérez, María Teresa, López-Cortés, Ana Mónica and Hernández-Muñoz, Mónica Angélica, with ascription in Instituto Tecnológico de Tlalnepantla, as the last article we present, *Customer satisfaction in their handicraft shopping experience. A study in the Camino Real de Campeche* by Sosa-Dzul, Viviana de los Angeles, López-Ponce, María Eugenia and Barroso-Tanoira, Francisco Gerardo, with ascription in Tecnológico Nacional de México/ITS Campus Calkiní and Universidad Autónoma de Yucatán.

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Quality of life in patients with Sjögren's syndrome: habits and practices in Iberoamerica. A perspective from the administration

Calidad de vida en pacientes con síndrome de Sjögren: hábitos y prácticas en Iberoamérica. Una perspectiva desde la administración

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Abstract

Objective: Determine the circumstances (labor, social, economic, emotional, physical) that accompany patients diagnosed with Sjögren's Syndrome from the perspective of administration and with a gender focus. The above in the context of Ibero-America and for a period that includes the first 20 years of the 21st century. Methodology: Theoretical review of articles related to Sjögren's Syndrome, quality of life in its health, economy and work dimensions, and legislative initiatives on rare diseases. A questionnaire was applied based on those already validated on Quality of Life, the responses were analyzed with SPSS, Excel, StatGraphics. Results: The disease affects job stability, economic stability, social relationships and decreases physical and mental health. Adaptations are required in the work environment. The financial costs are high if it does not have health insurance. Routine exercise and diet generate a perception of reduced symptoms to continue with a normal productive life.

Objective	Methodology	Contribution
 Determine the circumstances of those with Sjögren's from the administration	 Theoretical review of articles related to Sjögren's Syndrome, quality of life in its health, economy and work dimensions, and legislative initiatives on rare diseases. A questionnaire was applied based on those already validated on Quality of Life, the responses were analyzed with SPSS, Excel, StatGraphics.	 Results: The disease affects job stability, economic stability, social relationships and decreases physical and mental health. Adaptations are required in the work environment. The financial costs are high if it does not have health insurance. Routine exercise and diet generate a perception of reduced symptoms to continue with a normal productive life.

Sjögren's Syndrome, Quality of Life, Administration

Resumen

Objetivo: Determinar las circunstancias (laborales, sociales, económicas, emocionales, físicas) que acompañan a los pacientes diagnosticados con Síndrome de Sjögren desde la perspectiva de la administración y con enfoque de género. Lo anterior en el contexto de Iberoamérica y para un período que comprende los primeros 20 años del siglo XXI. Metodología: Revisión teórica de artículos relacionados con Síndrome de Sjögren, calidad de vida en sus dimensiones salud, economía y trabajo, e iniciativas legislativas sobre enfermedades raras. Se aplicó un cuestionario basado en los ya validados sobre Calidad de Vida, las respuestas se analizaron con SPSS, Excel, StatGraphics. Resultados: La enfermedad afecta la estabilidad laboral, económica, relaciones sociales y disminuye la salud física y mental. Se requieren adaptaciones en el ambiente laboral. Los costos económicos son elevados si no se cuenta con seguro médico. Ejercicio rutinario y dieta genera una percepción de síntomas reducidos para continuar con una vida productiva normal.

Objetivo	Metodología	Contribución
 Determinar las circunstancias de quienes padecen Sjögren desde la administración	 Revisión teórica de artículos relacionados con Síndrome de Sjögren, calidad de vida en sus dimensiones salud, economía y trabajo, e iniciativas legislativas sobre enfermedades raras. Se aplicó un cuestionario basado en los ya validados sobre Calidad de Vida, las respuestas se analizaron con SPSS, Excel, StatGraphics.	 Resultados: La enfermedad afecta la estabilidad laboral, económica, relaciones sociales y disminuye la salud física y mental. Se requieren adaptaciones en el ambiente laboral. Los costos económicos son elevados si no se cuenta con seguro médico. Ejercicio rutinario y dieta genera una percepción de síntomas reducidos para continuar con una vida productiva normal.

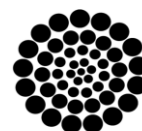
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Introduction

The human resource within organisations has gone from being just an element capable of performing tasks to being a vital element, capable of driving change, innovation and long-term success, but it is still important to go beyond that to venture into specific aspects of people, as determining elements of organisations; in other words, the organisation-person interaction, but of the latter, particularly their health condition and the organisation's response to this circumstance (Richter et al., 2010; University of Vigo, 2001). This document seeks to raise the visibility of people suffering from rare diseases, specifically Sjögren's Syndrome (SS), who are of productive age but who, due to their condition, find it necessary to reduce their workload or even leave their job, which has repercussions on their economic, social and family situation and further degrades their physical and mental health.

As a hypothesis, H_0 was proposed: the diagnosis of SS in people of working age in Ibero-America implies a change in the work context, which could jeopardise the continuity of work, with the inherent economic, family and emotional consequences.

First, we talk about SS and how it affects the female population, and then we explain the Quality of Life (QoL) and its dimensions, as well as its effect on these dimensions due to SS and especially on productivity. It is important to know what is being done in Mexico with regard to this type of illness and how its politicians deal with it, so, as a fourth point, public policies in the field of health are discussed.

Subsequently, the methodology developed for this research is described, followed by the results, the conclusions of the study and the references that provided the basis for this information.

Sjögren's syndrome

SS is a chronic autoimmune disease that causes dryness of the mucous membranes, some internal organs and the nervous system (Povoas Barsottini et al., 2023).

In addition to dryness, its main symptoms are fatigue and musculoskeletal pain; in some cases, it facilitates the development of lymphomas (Anaya, 2017; Thorlacius et al., 2023; Thurtle et al., 2024; Zhong et al., 2022).

It is a disease that mainly attacks women, in ratios of 9 and up to 19 women to one man (Diez Morrondo et al., 2010; Ladino et al., 2015; Sorlí et al., 2009; Stefanski et al., 2017; Thorlacius et al., 2023). It has an incidence between 7 and 43 patients per 100,000 globally (Arellano Aguilar et al., 2016; Reyes Jaraba et al., 2022); with a prevalence between 0.03% and 4.6% worldwide (Fernández-Ávila et al., 2020); there is no exact number due to the different criteria used for its classification, which depend on the standards of each country, the study design and the population in which the study is being conducted (Reyes Jaraba et al., 2022).

Symptoms degrade the quality of life of patients due to pain, fatigue, joint inflammation, dry eyes and possible complications that may arise (Hernández-Molina, 2017; Papageorgiou et al., 2015; Povoas Barsottini et al., 2023; Ramos-Casals, 2021); it causes low work productivity, leaving the patient at risk of losing their job or resorting to part-time work (Allen et al., 2012), affecting the patient's economy due to a decrease in income, in addition to the costs of doctors, medicines and laboratory studies.

Quality of life

QoL depends on both objective and subjective factors, as it has to do with how the person feels, how satisfied they feel their physiological, work, economic, affective needs, expectations, their goals and even their emotions and concerns (Medvedev & Landhuis, 2018; Cummins, 1998, cited by Perea, 2018; Rodríguez & García, 2005; WHO, 2012), i.e. QoL is made up of several dimensions and there is a strong relationship with the happiness that the individual perceives (Medvedev & Landhuis, 2018).

When it comes to health, the quality of life will depend on the pain, disability and autonomy that the person has, whether physical or emotional (Fernández-López et al., 2010).

On the other hand, relationships at work, the type of work, job satisfaction, the recognition given by the organisation, remuneration and opportunities for growth are all related to the quality of working life (Chiavenato, 2017; Granados, 2011). When the person is affected in any of the dimensions of the QoL, the others will also be affected in some way.

In the workplace, physical and mental health, as well as the relationship in the family environment, can influence the worker's productivity (González Baltazar et al., 2007). Autoimmune diseases, such as SS, can be a cause of absenteeism and presenteeism, resulting in poor performance that has consequences for both the organisation and the worker (Shultz & Becker, cited by Mungaray Lagarda & Ramírez Urquidy, 2007). Symptoms such as fatigue, depression or pain can cause work disability or even sick leave (Westhoff et al., 2012), which is a problem in socio-economic development (Pan American Health Organization [PAHO], 2020).

Public health policies

If we add to all this the fact that, according to data from the Public Policy Research Centre of the Mexican Institute for Competitiveness (IMCO, 2024), women in Mexico have only 46% participation in the formal economy, compared to 77% participation by men, with a wage gap of 35% less than that of men; On the other hand, their participation in the informal sector is higher, with 55% compared to 49% for men; although women's participation in the informal sector is higher, it is a sector where they lack benefits, health services and legal uncertainty.

Another relevant situation is the little attention given to these diseases by the Mexican government; only in June 2023 did the Mexican government accept the International Classification of Diseases (ICD) (SEGOB, 2023; WHO, 2024), before which date only 20 rare diseases were recognised (Consejo de Salubridad General [CSG], 2018), so it is to be assumed that the more than 7,000 rare diseases existing globally (Orphanet, 2012; Secretaría de Salud, 2019) are already accepted in Mexico.

Similarly, law initiatives presented by Mexican deputies only focus on treatments or diagnoses, on the recognition of certain diseases, or on the costs they generate (Espinoza Cárdenas, 2020; Flores-Suárez, 2019; Hernández Pérez, 2022; Madrigal Sánchez, 2016; Romo Cuellar, 2022), but not in public policies that stimulate research leading to accurate diagnoses, appropriate medicines, education and awareness-raising on the treatment of people suffering from rare diseases (Peña Castillo, 2023).

Methodology

The hypothesis (Ho) was posed: The diagnosis of SS in people of working age in Latin America implies a change in their context motivated by their condition (age, sex, diet, physical activity, genetics) and by the expression of symptoms that can range from the change of work activities to the attention of the patient.

From the point of view of the Administration, this is observed as a vacuum in terms of the regulation of labour relations that could begin to be filled if it is understood that these circumstances (mainly labour) are related to a legislative work that should aim to fill this vacuum in the national context.

In order to initiate this work, empirical and theoretically supported contributions are required to channel and initiate the repair of the vacuum. Otherwise, Mexicans diagnosed with SS will remain in the shadows of oblivion and will continue to live in conditions far removed from the principles established in the Political Constitution of the United Mexican States in relation to health and the right to work.

One way that is considered favourable for people with SS is diet and physical activity, which seem to influence the evolution of health, attenuating the symptoms caused by the condition. This could be feasible provided that legislation is in place to guarantee the adequacy of physical spaces and the reconsideration of the workload, which will have an impact on the social, economic and emotional aspects of people diagnosed with SS.

On the other hand, the fact that in organisational studies the relevance of the individual condition and circumstances is overlooked seems to be a theoretical gap that can begin to be filled, starting with work that begins with the effort to dimension the physical and labour implications derived from SS, even starting from the personal circumstance.

In order to generate empirical evidence and provide information that would facilitate the testing of the hypothesis put forward, qualitative research was carried out on documents related to rare diseases, autoimmune diseases, SS and how they affect the quality of life of those who suffer from them, in their health, economic, social and, especially, occupational dimensions.

Different questionnaires on QoL assessment proposed in the literature were analysed; those focused on assessing and controlling disease manifestations were eliminated because the results are more related to medical use; questionnaires without free access or without a Spanish version and not self-administered were not considered. We looked for questionnaires that integrated the greatest number of QoL dimensions and that dealt with productivity and health; they had a smaller number of questions so as not to be tiring for respondents. The questionnaires considered were SF-36 and WPAI-GH.

SF-36. Self-administered questionnaire of 36 questions, assesses the eight dimensions (Table 1). It uses a 5-point scale; high scores indicate favourable responses (Institut Hospital del Mar d'Investigacions Mèdiques [IMIM], 2000).

Box 1	
Table 1	
The dimensions of the SF-36 questionnaire and their meaning. Information based on IMIM (2000)	
Dimension	Meaning
Physical Function	Extent to which health limits physical activities
Physical Role	Extent to which physical health interferes with work and other daily activities
Body Pain	Intensity of pain and its effect on regular work
General Health Vitality	Perception of health Energy and vitality in the face of fatigue and exhaustion
Social Role	Extent to which health problems interfere with social life
Emotional Role	Extent to which emotional problems interfere with work and activities
Mental Health	Mental health in general

WPAI-GH. A questionnaire that assesses the effect of health problems on work activities, ability to work and overall productivity; it measures presenteeism, absenteeism and deficiencies in unpaid activities (Zhang et al., 2010). Table 2 shows the different dimensions and their meaning.

Box 2	
Table 2	
The different dimensions of the WPAI-GH questionnaire and their meaning. Information based on Reilly Associates (2021)	
Dimension	Meaning
Absenteeism	Time lost from work due to ill health
Presenteeism	Impairment while working due to ill health
Loss of Productivity	General work disability due to health
Deterioration of Activity	Impairment of activity due to ill health

In addition, questions were developed about the demographics of the participants, based on the National Survey of Demographic Dynamics (ENADID) of the National Institute of Statistics, Geography and Informatics (INEGI, 2018); as well as questions that respond to the dimensions of CV that the aforementioned questionnaires do not include, such as the economy, employment situation, the effects of the disease and the environment.

The questionnaire was administered online using Google Forms. The link was shared with the Spanish Sjögren's Syndrome Association (AESS) for their support in applying the questionnaire to the population in Spain and to partners in other countries. Research physicians in Central and South America and Mexican physicians were contacted. The link to the questionnaire was shared via email to all participants, who in turn shared it with their respective patients. The questionnaire was online from 15 May 2023 until there were no more responses on 30 June 2023. Microsoft Excel 365, SPSS v.21 and Statgraphics Centurion 18 were used for the analysis.

Results

A total of 130 responses were obtained from the questionnaire, of which 95% were female and 5% male. Ages ranged from 21 to 70 years old.

Participants were residents of Argentina, Chile, Colombia, Ecuador, Spain, Guatemala, Mexico, Paraguay, Puerto Rico, Dominican Republic and Venezuela; the majority of respondents were of Spanish nationality (75%), followed by Argentinian nationality (6%), Mexican nationality (5%) and other nationalities in a lower percentage.

Of the total number of participants, 63.85% stated that they were working at the time of answering the questionnaire. Of those who were not working, 9.3% were unemployed and looking for work and 2.33% had a disability that prevented them from working.

Of the symptoms that SS causes, the symptoms that the respondents suffer most from are dry eyes and dry mouth, with percentages of 96% and 93% respectively. 90.4% reported being affected by SS in their work activities; 26.5% of them moderately, 45.8% quite a lot and 18.1% completely (Figure 1). 91.54% have joint problems and 39.22% suffer from exhaustion or tiredness, as well as mental fog.

Of those who mentioned having modified their diet after being diagnosed with SS, 56.76% reported feeling better, while of those who reported having included exercise in their routine, 69.57% reported feeling better.

Box 3

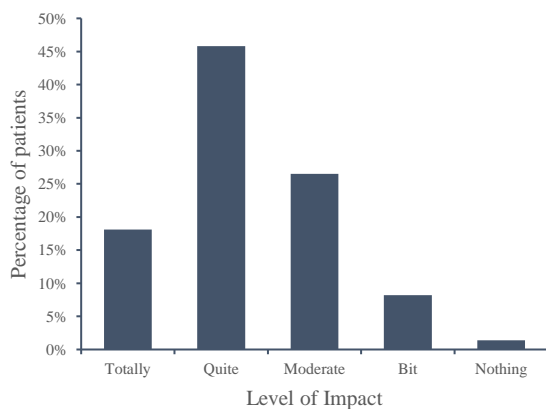


Figure 1
Affect of SS on working life

Source: Own elaboration

Regarding the expenses related to the disease, the participants responded with an approximation of what they spend monthly on medicines, medical consultations, studies or laboratory analyses, hospitalisation due to the disease and the trips they have to make for the aforementioned concepts. It is necessary to clarify that the answers given by the participants correspond to the currencies of the respective countries of residence, so the different currencies were converted into Mexican pesos, considering their exchange rate on 6 August 2023, in order to homogenise the values.

Box 4

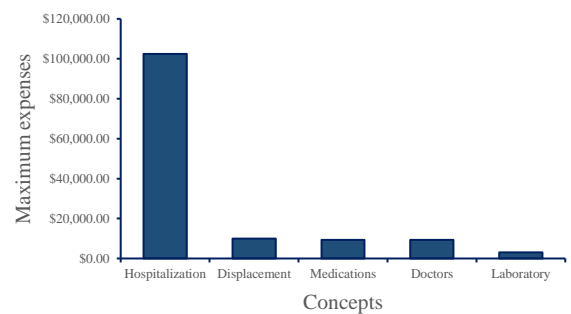


Figure 2
Maximum expenses due to SS

Source: Own elaboration

It was observed that the maximum monthly amount for medicines and medical consultations is \$9,390.00 pesos for both cases, and \$3,000.00 pesos for laboratory expenses; in addition, six respondents answered that they had incurred hospital expenses due to the disease, where the maximum expense was \$102,420.00 pesos and the minimum was \$3,414.00 pesos per month, as shown in Graph 2. It is important to remember that most of the respondents live in Spain, a country where SS is a disease that is on the list of diseases for which a permanent disability pension can be claimed ([Disability Information Service \[SID\], 2023](#)).

In relation to diet, 85.4% of respondents responded that they had changed their diet and of these, 56.8% reported feeling improvement; the percentage of those who responded that they had included exercise in their daily routine was 70.8%, of whom 69.6% reported feeling improvement as a result.

Responses to the SF-36 and WPAI-GH questionnaires were handled according to the scores and coding described in the respective manuals (Alonso, 2003; Reilly et al., 1993), with a Cronbach's alpha reliability statistic of 0.611. On average, the WPAI-GH questionnaire showed that 58% of respondents felt Activity Impairment due to health impairment; 39% showed Presenteeism, 27% showed Absenteeism and Loss of Work Productivity and 26% showed Work Disability (Figure 3).

Box 5

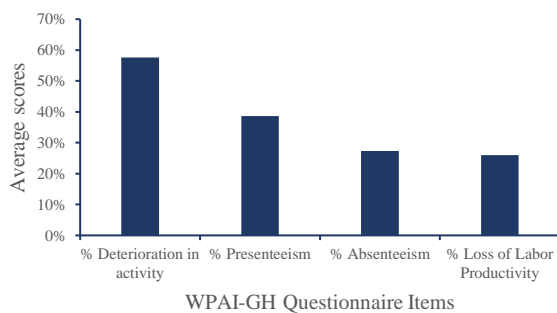


Figure 3

Mean scores of the WPAI-GH questionnaire

Source: Own elaboration

Regarding the result of the SF-36 questionnaire, the average score for health as a limiting factor in physical activities (Physical Function) was 60.65, the degree to which physical health interferes with work and other physical activities (Physical Role) was 5.77 points, the intensity of pain and its effect on usual work (Bodily Pain) was 35.7 points, the perception of health (General Health) was 28 points, the energy and vitality in the face of tiredness and exhaustion (Vitality) was 26 points, the degree to which health problems interfere with social life (Social Role) was 44 points, the degree to which emotional problems interfere with work and activities (Emotional Role) was 5.5 points, and the overall Mental Health of respondents was 53 points. It is important to note that Spain, with 103 responses, is the country that allows for a detailed review of its responses, showing the highest percentage for Physical Function with 60.24 points and the lowest score for Physical Role (Graph 4).

Box 6

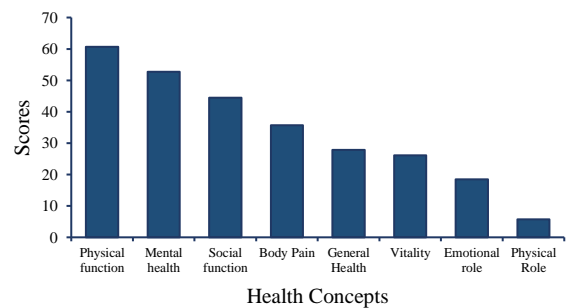


Figure 4

Mean scores of the SF-36 questionnaire

Source: Own elaboration

Other questions included in the questionnaire have to do with the need to condition the physical work area, the relocation of the work area or the reduction of the workload and the discrimination suffered in the work space and its relationship with the symptoms that SS causes and that have been documented in the literature; the Chi-square test showed that symptoms such as dry eyes and allowed us to prove that cognitive and mental problems present a greater association with respect to discrimination ($P\text{-value} \leq 0.05$); the correlation matrix shows that fatigue, circulation and joint problems, mental fog and diseases of the pancreas and liver have an influence on the need for physical work space conditioning ($P\text{-value} \leq 0.05$); while muscular, emotional and pulmonary problems have an effect on workload (Table 3).

Box 7

Table 3

Symptoms (Need for refurbishment of physical space)	Titling out the physical workspace (P-value)	Relocation within the workspace (P-value)	Reduction of the workload (P-value)	Discrimina tion (P- value)	Fitting out the physical space in the home (P-value)
Oral dryness	0.119	0.010	0.051	0.017	0.649
Ocular dryness	0.264	0.60	0.489	0.017	0.240
Genital dryness	0.193	0.052	0.188	0.030	0.465
Lung disease	0.121	0.721	0.037	0.789	0.248
Pancreatic disease	0.022	0.048	0.240	0.399	0.955
Liver disease	0.035	0.352	0.186	0.677	0.484
Circulation problems	0.036	0.034	0.580	0.615	0.211
Joint problems	0.037	0.324	0.645	0.441	0.037
Muscle problems	0.527	0.391	0.019	0.619	0.646
Emotional Emotional	0.008	0.024	0.014	0.019	0.640
Headaches	0.000	0.053	0.537	0.611	0.001
Fatigue / tiredness	0.022	0.540	0.254	0.042	0.520
Mental fog	0.015	0.210	0.209	0.993	0.746
Cognitive problems	0.349	0.772	0.146	0.013	0.212
Mental disorders	0.796	0.671	0.988	0.008	0.302

Source: Own elaboration

When comparing the questionnaires, statistically significant correlations were found between absenteeism and seven of the health concepts; the only concept where no correlation was found was Physical Role. Presenteeism and Loss of Work Productivity showed no statistically significant relationship with the eight health concepts (P-value> 0.05). Activity Impairment due to health showed a significant correlation (P-value<= 0.05) with all health concepts except Emotional Role (Table 4).

Box 8

Tabla 4

SF-36 n WPAI	Physical Function	Mental health	Physical Role	Dolor Corporal	General Health	Vita- lidad	Social function	Emotional roll
Absenteeism	0.010	0.005	0.306	0.001	0.037	0.031	0.001	0.012
Presenteeism	0.195	0.334	0.791	0.180	0.227	0.065	0.050	0.144
Loss of labour productivity	0.827	0.681	0.232	0.803	0.509	0.334	0.768	0.990
Deterioration of Activity	0.000	0.009	0.015	0.000	0.003	0.000	0.001	0.114

Source: Own elaboration

To determine whether there is a correlation between the results of the SF-36 questionnaire (Physical Function, Physical Role, Body Pain, General Health, Vitality, Social Function, Emotional Role and Mental Health) and the results of the WPAI-GH questionnaire (Absenteeism, Presenteeism, Loss of Work Productivity and Activity Impairment), Pearson's correlation test was carried out, considering only those responses to the WPAI-GH questionnaire that correspond to patients who mentioned that they were working at the time of its application; these responses correspond to 83 of the 130 received.

An additional step towards the exhaustive use of the information consisted of a Canonical Correlation Analysis (CCA), in order to jointly analyse all the variables of both instruments (SF-36 and WPAI-GH). The dimensions of the SF-36 questionnaire (Table 1) were considered as items for set 1 and the dimensions of the WPAI-GH (Table 2) for set 2. The results provided four linear functions (Table 5), however, only linear combination 1 is significant (P-Value<= 0.05).

Box 9

Table 5
Canonical correlations

Number	Eigenvalor	Canonical Correlation	Wilks' Lambda	Chi-Square	G.L.	Value-P
1	0.402796	0.634662	0.426214	57.5649	32	0.0037
2	0.206936	0.454902	0.713683	22.7689	21	0.3564
3	0.0612274	0.247442	0.899906	7.11892	12	0.8497
4	0.0414019	0.203475	0.958398	2.85413	5	0.7225

Source: Own elaboration

Figure 5 shows more clearly the correlation between the variables of the SF-36 and WPAI-GH questionnaires, which formed the linear function 1.

Box 10

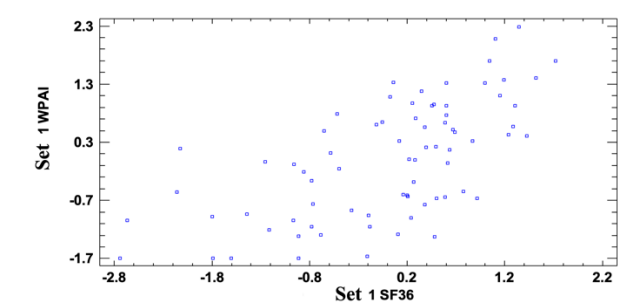


Figure 5
Graph of canonical variables

Source: Own elaboration

The first set of the linear combination is:

$-0.180316 \times \text{Physical Function} - 0.173707 \times \text{Physical Role} - 0.434014 \times \text{Body Pain} + 0.0280773 \times \text{General Health} - 0.488742 \times \text{Vitality} + 0.0332032 \times \text{Social Function} + 0.0592606 \times \text{Emotional Role} - 0.0169062 \times \text{Mental Health}$, which correspond to the SF-36 variables; the second set of variables (WPAI-GH) was $0.0889311 \times \% \text{ work time lost due to health (Absenteeism)} + 0.70153 \times \% \text{ impairment while working due to health (Presenteeism)} - 0.857266 \times \% \text{ General work disability due to health (Loss of Work Productivity)} + 0.928902 \times \% \text{ activity impairment due to health (Activity Impairment)}$. From the reading of the CCA, it is evident the multivariate relationship that is evident from the perspective allowed by the instruments used.

Conclusions

After carrying out this research, the opinion of the interviewees on how they consider that their condition as patients diagnosed with SS affects their sphere of work in the sense of requiring relocation of the work space and its refurbishment was recorded. Evidence was found that non-attendance at work, motivated by the deterioration of physical activity, has repercussions in the weakening of social, family and trade union relations.

The results also showed that the patients who had the highest monthly expenses were those who needed hospitalisation, paying more than 100,000 pesos in one month. It should be remembered that SS exposes patients to easily contracting infections, and that their condition is complicated to the point of requiring hospitalisation.

In relation to the emotional aspect, a highly significant correlation was found with absenteeism and simultaneously a highly significant correlation between cognitive problems and mental disorders, as well as with emotional illnesses associated with discrimination.

As for the physical component, bodily pain, general health, vitality and social function were found to be significantly correlated with absenteeism.

In this sense, it would be necessary to consider progressive changes in the laws of Health, ISSSTE, IMSS and IMSS-Bienestar, etc., Federal Labour Law, so that public and private organisations take into consideration the particular circumstances of workers diagnosed with SS. It is therefore proposed to incorporate the collective treatment of absenteeism and deterioration of activity in the work environment into the current regulations; in the family environment, the way to deal with both expressions (absenteeism and deterioration of activity) should correspond to family values in order to keep the social function active.

Another recommendation includes the need to design actions that can subsequently lead to a public policy that addresses the emotional component of people of working age, regardless of gender; such actions should be undertaken first of all on the basis of the full identification of symptoms by medical specialists who, in parallel, work with staff close to the legislative function.

It is important, on the one hand, that the person makes the organisation in which he or she works aware of his or her condition as an SS patient, and in advancing the legislative issue, it should go in the direction of the design and actions in the organisations that facilitate the conditioning of the physical work space; these actions that can be designed will result in reducing common expressions such as headaches or tiredness of the person.

The results described above for the context of Mexico should be considered with reservations due to the composition of the sample; however, from the perspective of management studies, it can be established that there would be two tasks to be fulfilled: the first would have to do with generating, from the Mexican health system, greater interest in the creation of an information system that, as in the case of Spain, specifically seeks to capture and facilitate the analysis of the information that accounts for the evolution of the condition in the national context. On the other hand, from a legislative point of view, although important progress has been made recently in the recognition of the number of illnesses that can cause absenteeism from work, it will be necessary to continue systematising evidence in relation to SS statistics in Mexico.

At the workplace level and with the help of the government, it is important that companies adopt a culture of inclusion, recognising the skills and abilities of workers with chronic diseases and supporting them in the flexibility or adaptation of their work space, which could be cheaper for the company and for the government itself by avoiding a major public health problem if these workers were to lose their jobs.

It has become clear from the composition of the sample that, as documented, the proportion of women is much higher than that of men affected by SS; consequently, the gender focus of this research has really shown that comments and reflections should naturally be considered with a much greater bias in favour of women.

In relation to the complementary objectives, it was found that the social relations that are expressed in a strong association with absenteeism can be a factor in improving the condition of patients with SS, in the sense of designing actions within organisations that facilitate the comprehensive understanding of patients and avoid, at all costs, acts of discrimination from within the same organisation or from co-workers themselves.

From the results obtained, it is concluded that patients who have made a dietary change by virtue of their condition as patients with SS, is actually a factor that helps in the perception that participants tend to improve their condition for that reason. A further step in this direction would be to investigate in detail by gender and age group which diet should make the best contribution to coping with SS complications and also the cost of the diet for low socio-economic levels in a high percentage of the Mexican population. It is very likely that in Mexico, the so-called social programmes should include a category for people diagnosed with SS, and from this, that they can count on specific support that allows them to modify their personal and family environment.

In the same way it occurred and with the same frequency of response from patients who do or incorporate physical exercise into their daily routine, that this activity contributes to a better condition.

In this sense, in the case of diet and exercise, it will be necessary to continue with research to design specific routines according to age group, sex, physical condition and diet, in order to investigate the interaction of both factors in the improvement of the circumstances of patients with SS.

In accordance with the above, the objectives set were fully achieved thanks to the collaboration achieved through the Internet network.

As has been seen, the results provided evidence of the importance of nutrition and physical activity as ways of coping. Although both are important according to the interviewees, the fact is that it is important to generate interest from the health institutions so that, once a person is diagnosed with SS, the relevant provisions can be made without having to go to the extreme of wanting to make improvements when these should probably have been made beforehand.

The objectives were set with the aim that after a theoretical-methodological development, evidence would be obtained that would allow, through the dissemination of results in academic-scientific publications, the positioning of the issue among those who propose actions that are then the object of local and federal legislation to become Public Policies. At the same time, from the labour and health spheres, Mexico can achieve, within a peremptory period of time, legislation that contributes to the consideration of people diagnosed with SS, in the sense of guaranteeing access to employment options, equal opportunities and income, and social mobility.

Likewise, this work seeks in some way to raise the voice for the inclusion of people suffering from diseases considered rare, as is the case of SS, in society and, consequently, in the labour and educational spheres so that they can maintain decent jobs, access to health systems, adequate education, eradicate their stigmatisation, and thus reduce the tendency towards impoverishment and the degradation of their CV; challenges that several international organisations are fighting for ([National Organization for Rare Disorders \[NORD\], 2022](#); [Rare Diseases International \[RDI\], 2023](#)).

The data and the processing that has been carried out provide empirical evidence to conclude that the working hypothesis is NOT REJECTED.

This implies that, in effect, the context of people with SS changes from the manifestation of symptoms; therefore, it is necessary to consistently take up the idea of seeking information in Mexico, in order to contrast whether what has been found so far, with a sample heavily made up of Spanish citizens, is different or whether there are similarities with a broader sample of Mexicans with SS. This is seen as an immediate strategy to be able to clearly discern what is happening with the affected Mexican population.

In the meantime, the publication of the information obtained is considered important, with the often-mentioned considerations of the sample, but without overlooking the fact that it is necessary to make progress in the particular context of Mexico.

Also, the evidence in favour of not rejecting the hypothesis are the results of the implications for the health and social relations of people with SS, above all due to the lack of culture in terms of understanding the circumstances and adaptations in the family and work context.

The above are elements that are exposed so that once they come to light, they can be taken up by those interested and responsible for institutions and legislative bodies that initiate the process of paying attention to this type of patients (SS) and what derives from it; that is, considerations for workers, students and people in general who, under the protection of the state, must have protection and social and occupational security.

Statements

The authors declare that the approach and development of the research was their own responsibility and that the analyses carried out are consistent with the postulates underlying the evidence in terms of satisfying the assumptions that make it valid.

Conflict of interest

The authors declare that they have no conflicts of interest. They have no known competing financial interests or personal relationships that might have appeared to influence the article reported in this paper.

10. Authors' contributions

Pérez Veyna, Oscar: Contributed to conceptualisation and study design, questionnaire design, data analysis and interpretation, drafting and critical revision of the manuscript, final approval.

De León Sigg, Inés Angélica: Contributed to study design, literature search, data selection, data analysis and interpretation, drafting of the manuscript, final approval.

All authors have read and accepted the published version of the manuscript.

Availability of data and materials

The data obtained in this research can be consulted at <https://drive.google.com/drive/folders/1Wbe-De19XFb0qY-UnP4f7x2UQuFDyhsU?usp=sharing>

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Abbreviations

AESS Spanish Sjögren's Syndrome Association

CIE International Classification of Diseases

CV	Quality of Life
IMCO	Mexican Institute for Competitiveness
IMSS	Mexican Social Security Institute
ISSSTE	Instituto de Seguridad y Servicios Sociales de los Trabajadores del Estado (Institute of Security and Social Services of the State Workers)
SF-36	Short-Form
SS	Sjögren's síndrome
WPAI-GH	Work Productivity and Activity Impairment Questionnaire - General Health

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Leadership and person management skills in a footwear manufacturer in the city of León, Guanajuato

Habilidades de liderazgo y gestión del personal en una manufacturera de calzado de la ciudad de León, Guanajuato

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Abstract

The purpose of the research is to understand the work environment through a diagnosis of the factors that affect the performance of workers and the lack of motivation in order to understand the problems in the direction and management of personnel in a footwear company. The city of León Guanajuato. The method is quantitative, non-experimental, the data were obtained only once, descriptive statistics were used, the recording of the measurements was through a structured questionnaire and analysis tools, a census of the 251 people who work in the company was applied. A questionnaire was designed with 47 questions on a Likert scale. The result is the need to develop leadership and management skills in middle management to improve performance, intra-organizational communication and staff motivation in a footwear manufacturing company in the city of León, Guanajuato.

Resumen

El propósito de la investigación es comprender el ambiente laboral a través de un diagnóstico de los factores que afecta el desempeño de los trabajadores y la falta de motivación con la finalidad de comprender la problemática en la dirección y gestión del personal en una empresa de calzado de la ciudad de León Guanajuato. El método es cuantitativo, no experimental, los datos se obtuvieron una sola vez, se utilizó estadística descriptiva, el registro de las mediciones fue a través de un cuestionario estructurado y herramientas de análisis, se aplicó un censo de las 251 personas que laboran en la empresa. Se diseñó un cuestionario con 47 preguntas en escala de Likert. El resultado es la necesidad de desarrollar habilidades de liderazgo y gestión en los mandos medios para mejorar el desempeño, comunicación intraorganizacional y motivación del personal en una empresa manufacturera de calzado de la ciudad de León, Guanajuato.

Objectives	Methods	Results
The purpose of the research is to understand the work environment through a diagnosis of the factors that affect the performance of workers and the lack of motivation in order to understand the problems in the direction and management of personnel in a footwear company. the city of León Guanajuato	The method is quantitative, non-experimental, the data were obtained only once, descriptive statistics were used, the recording of the measurements was through a structured questionnaire and analysis tools, a census of the 251 people who work in the company was applied. company. A questionnaire was designed with 46 questions on a Likert scale.	The result is the need to develop leadership and management skills in middle management to improve performance, intra-organizational communication and staff motivation in a footwear manufacturing company in the city of León, Guanajuato.

Objetivo	Método	Resultados
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Climate, Leadership, Management

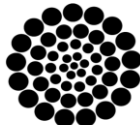
Clima, Liderazgo, Gestión

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Introduction

In the dynamics of leadership and personnel management, it is important to establish work teams that understand the functions, activities, obligations as well as the strategic framework that provide guidelines to achieve competitiveness in the market, the objectives and goals provide a guide for decision making, the organisational structure is designed to facilitate coordination, establish hierarchical and horizontal order in the configuration of operations, intra-organisational, upward, downward and horizontal communication to achieve the operability of processes and products.

In an initial interview with the person in charge of the human resources department, the need to apply a work climate study was identified in order to find the main factors that affect work performance and disinterest of the personnel in the areas that have an impact on work productivity and the organisation's objectives in order to apply an improvement strategy. In accordance with the above, the question arises: what are the factors that affect staff performance in a footwear manufacturing company?

One of the issues that focus on the factors that affect staff performance is the abandonment, focusing attention on the direct relationships in the relationship between job satisfaction and staff turnover.

From the organisational climate approach, some authors refer to the value of measurement is preserved by understanding how employee perceptions affect the organisation and its results, being the distinctive reflection of each entity and even of specific areas of a unit, the contribution of the study is that it speaks of the importance of perception to foster a strategy to improve staff skills.

Although the concept of 'organisational climate' involves the interpretations and perceptions of an institution's stakeholders about their work, it relates to the overall improvement of staff, workers and collaborators in their performance; its analysis also contemplates how the organisation can survive and compete with its rivals.

Within an organisation when the balance between individual factors and working conditions is achieved, the work creates feelings of self-confidence, increases motivation, increases the work capacity and well-being of the employee.

Leadership as a relationship of functions between leader and subordinate in an organisational structure represents the formal degree in the organisational chart and is specified in profile manuals and job descriptions, however, the group dynamics is studied as it represents the informal aspect which overlaps the aspects that cannot be seen with the naked eye and which represents the codes of conduct in its social dynamics which are different from the organisational set-up that is represented in the formal aspect.

The issue of leadership is very important in the organisation as it allows to generate a better ability to influence team members to achieve the vision or goal setting. The source of influence can be formal according to the position in the hierarchy of the organisation.

Management models, which allow a small scale view of the reality of scenarios, strategies or approaches, in optimising processes and efforts for better performance, contribute to understanding how the context works.

Blake and Mouton describe in a graphical model the leadership styles developed in a matrix that outlines the leadership grid, based on the styles and dynamics, the approach of this model takes into account the dimensions of employee and task orientation.

The Hersey-Blanchard Model focuses on the adaptation of the leadership style to the development needs of the team members, it is a formative approach. Four leadership styles are specified in this model: directing, guiding, supporting and delegating. Project managers assess performance in relation to staff competencies and commitments to determine the most appropriate leadership style in each situation to best achieve objectives.

The OSCAR model of coaching and mentoring was designed by Karen Whittleworth and Andrew Gilbert.

The model helps to support staff to adapt the way they carry out coaching or leadership in managing an action plan that they consider and that supports personal development. The model refers to five contributing factors: Outcomes, situation, options, actions, review.

Working hypotheses

H1: The induction process, intra-organisational communication, labour relations, working conditions and the lack of a life and career plan are factors that affect performance and disengagement in a footwear manufacturing company in the city of León, Guanajuato.

Null hypothesis

H0: The induction process, intra-organisational communication, labour relations, working conditions and the lack of a life and career plan are not factors that affect performance and disengagement in a footwear manufacturing company in the city of León, Guanajuato.

Methodology

The methodology is quantitative, hypothetical deductive, based on descriptive statistics, the criterion for data management was: Control: observational; Temporality: retrospective; Dimensionality: cross-sectional, data were collected only once; The comparability criterion: descriptive. A questionnaire was applied to 251 people, representing 100% of the company's employees.

A questionnaire was designed with 47 questions on a Likert scale, considering the answers: a) totally agree, b) agree, c) neither agree nor disagree, d) disagree, e) totally disagree.

The average response time for each employee was 16 minutes, at the time of application there was no problem in understanding the questions, the instructions for filling out the questionnaire were made known, and the following dimensions of analysis were considered:

- I) Induction to the job.
- II) Relationship with the immediate boss.
- III) Relationship with co-workers.

IV) Working conditions.

V) Personal Evaluation.

VI) Growth on the job.

Results

The results of the questionnaire are described below.

On question 1. I received training when I joined the company: 46% strongly agreed, 40% agreed, 6% neither agreed nor disagreed, 2% disagreed and 6% strongly disagreed.

In question 2. I know the company's policies: 36% strongly agreed, 42% agreed, 10% neither agreed nor disagreed, 0% disagreed and 12% strongly disagreed.

In question 3. I was given a job description: 48% strongly agreed, 28% agreed, 14% neither agreed nor disagreed, 6% disagreed, 4% strongly disagreed.

In question 4. I was given assistance in carrying out my work: 50% strongly agreed, 24% agreed, 16% neither agreed nor disagreed, 6% disagreed and 4% strongly disagreed.

In Figure 1, question 5. I received support and trust from my line manager: 42% strongly agreed, 28% agreed, 16% neither agreed nor disagreed, 8% disagreed and 6% strongly disagreed.

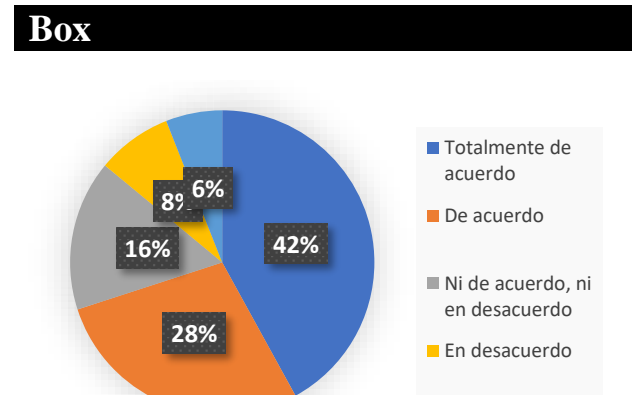


Figure 1
I received support and confidence from my immediate superior

Source: Own elaboration

In question 6. I received support and trust from my co-workers: 38% strongly agreed, 36% agreed, 12% neither agreed nor disagreed, 8% disagreed and 6% strongly disagreed.

In category II) Relationship with the immediate boss

In question 7. He/she is a person with whom you can discuss work-related issues: 44% strongly agreed, 34% agreed, 12% neither agreed nor disagreed, 6% disagreed and 4% strongly disagreed.

In question 8: Do you feel that you have the moral support of your direct boss: 36% strongly agreed, 38% agreed, 10% neither agreed nor disagreed, 6% disagreed and 10% strongly disagreed.

In question 9. Do you think that you accept feedback to make the work faster and more efficient: 40% strongly agreed, 34% agreed, 12% neither agreed nor disagreed, 8% disagreed and 6% strongly disagreed.

In figure 2, question 10. Reacts well to an unexpected situation or one that has gone wrong: 24% strongly agreed, 26% agreed, 16% neither agreed nor disagreed, 20% disagreed and 14% strongly disagreed.

Box 2

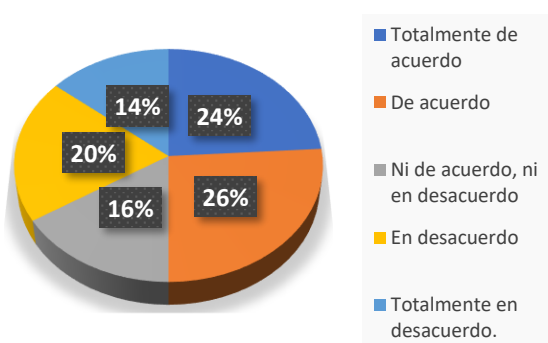


Figure 2

Reacts well to an unexpected situation or one that has gone wrong

Source: Own elaboration

In question 11. Forms a positive relationship between co-workers: 42% strongly agreed, 32% agreed, 12% neither agreed nor disagreed, 8% disagreed and 6% strongly disagreed.

In question 12: It gives me tools that help me to improve at work: 46% strongly agreed, 30% agreed, 10% neither agreed nor disagreed, 10% disagreed and 4% strongly disagreed.

In figure 3, question 13. It motivates me to better develop my skills: 48% strongly agreed, 12% agreed, 22% neither agreed nor disagreed, 10% disagreed and 8% strongly disagreed.

Box 3

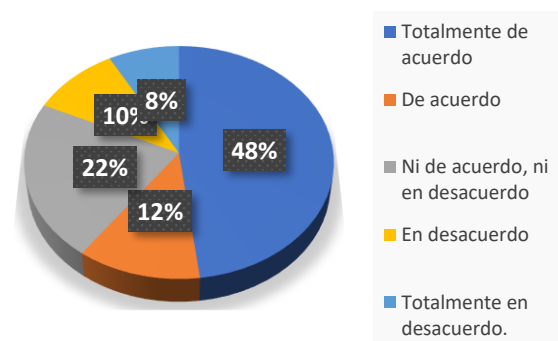


Figure 3

It motivates me to develop my skills better

Source: Own elaboration

In figure 4, in question 14. Accepts ideas and suggestions from the team: 32% strongly agreed, 28% agreed, 16% neither agreed nor disagreed, 20% disagreed, and 4% strongly disagreed.

Box 4

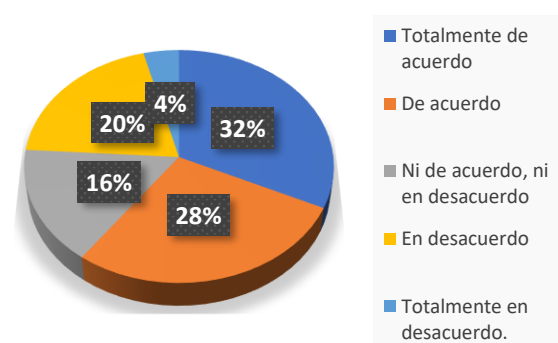


Figure 4

Leader accepts ideas and suggestions from the team

Source: Own elaboration

In Figure 5, question 15 When I make a mistake I receive appropriate guidance: 32% strongly agreed, 22% agreed, 16% neither agreed nor disagreed, 18% disagreed and 12% strongly disagreed.

Box 5

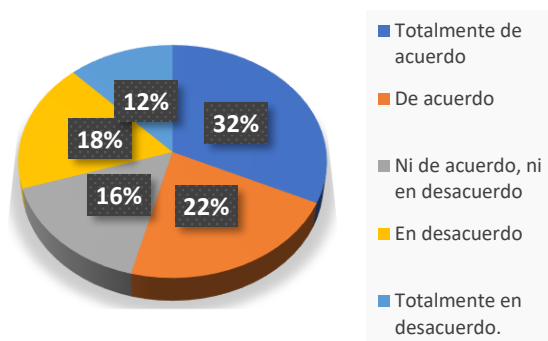


Figure 5

When I make a mistake, I receive adequate guidance

Source: Own elaboration

In question 16. Recognises when someone is not feeling well, is sympathetic: 38% agreed strongly, 34% agreed, 26% neither agreed nor disagreed, 2% disagreed and 0% strongly disagreed.

In question 17. Coordinates group activities appropriately: 42% strongly agreed, 38% agreed, 12% neither agreed nor disagreed, 2% disagreed and 6% strongly disagreed.

In question 18. Involved in the implementation of group activities: 28% strongly agreed, 50% agreed, 8% neither agreed nor disagreed, 6% disagreed and 8% strongly disagreed.

In question 19. I consider that I have good communication with my co-workers: 42% strongly agreed, 28% agreed, 12% neither agreed nor disagreed, 6% disagreed and 12% strongly disagreed.

In question 20. There is respectful treatment among colleagues in my work group: 32% strongly agreed, 32% agreed, 28% neither agreed nor disagreed, 2% disagreed and 6% strongly disagreed.

In question 21. There is unity in the group: 40% agreed strongly, 30% agreed, 22% neither agreed nor disagreed, 6% disagreed and 2% disagreed strongly.

In question 22. I feel comfortable in my work group: 36% strongly agreed, 36% agreed, 16% neither agreed nor disagreed, 8% disagreed and 4% strongly disagreed.

In question 23. Co-workers are supportive when needed: 42% strongly agreed, 24% agreed, 14% neither agreed nor disagreed, 12% disagreed and 8% strongly disagreed.

In question 24. I consider my co-workers to be honest and trustworthy people. 36% strongly agreed, 40% agreed, 14% neither agreed nor disagreed, 4% disagreed and 6% strongly disagreed.

Working conditions.

In question 25. Workload is provided and distributed in an organised manner: 32% strongly agreed, 50% agreed, 4% neither agreed nor disagreed, 8% disagreed and 6% strongly disagreed.

In question 26. The necessary material for the work is available: 56% strongly agreed, 22% agreed, 10% neither agreed nor disagreed, 12% disagreed and 0% strongly disagreed.

In question 27. There is enough space to do the work: 56% strongly agreed, 42% agreed, 10% neither agreed nor disagreed, 2% disagreed and 0% strongly disagreed.

In question 28. There is order and cleanliness in my workspace: 56% strongly agreed, 14% agreed, 6% neither agreed nor disagreed, 14% disagreed and 10% strongly disagreed.

In question 29. There is good lighting in the workspace: 60% strongly agreed, 38% agreed, 0% neither agreed nor disagreed, 2% disagreed and 0% strongly disagreed.

In question 30. There is good ventilation in the workspace: 50% strongly agreed, 34% agreed, 2% neither agreed nor disagreed, 6% disagreed and 8% strongly disagreed.

Personal evaluation.

In question 31. I am a responsible person at work: 90% agreed strongly, 10% agreed, 0% neither agreed nor disagreed, 0% disagreed, 0% disagreed and 0% strongly disagreed.

In question 32. I fulfil only the functions indicated: 56% strongly agreed, 38% agreed, 6% neither agreed nor disagreed, 0% disagreed and 0% strongly disagreed.

In question 33. I meet my goals: 56% strongly agreed, 40% agreed, 4% neither agreed nor disagreed, 0% disagreed and 0% strongly disagreed.

In question 34. I am willing to learn something, no matter how little: 50% strongly agreed, 40% agreed, 10% neither agreed nor disagreed, 0% disagreed and 0% strongly disagreed.

In question 35. I am willing to work overtime if the workload requires it: 36% strongly agreed, 48% agreed, 8% neither agreed nor disagreed, 4% disagreed and 4% strongly disagreed.

In question 36. I am a respectful and friendly person with colleagues: 68% strongly agreed, 32% agreed, 0% neither agreed nor disagreed, 0% disagreed and 0% strongly disagreed.

In question 37. I am willing to learn something, no matter how little: 50% strongly agreed, 40% agreed, 10% neither agreed nor disagreed, 0% disagreed, 0% strongly disagreed and 0% strongly disagreed.

In question 38. I separate work and personal relationships: 56% strongly agreed, 40% agreed, 4% neither agreed nor disagreed, 0% disagreed and 0% strongly disagreed.

In question 39. I consider myself an honest person: 88% strongly agreed, 12% agreed, 0% neither agreed nor disagreed, 0% disagreed, 0% disagreed and 0% strongly disagreed.

In question 40. I consider myself an honest person: 58% strongly agreed, 30% agreed, 12% neither agreed nor disagreed, 0% disagreed and 0% strongly disagreed.

In question 41. If I recognise a negative attitude in myself, I have the ability to change it: 64% strongly agreed, 28% agreed, 8% neither agreed nor disagreed, 0% disagreed and 0% strongly disagreed.

In Figure 6, question 42. If I received a job option I would leave: 14% strongly agreed, 38% agreed, 30% neither agreed nor disagreed, 10% disagreed and 8% strongly disagreed.

Box 6

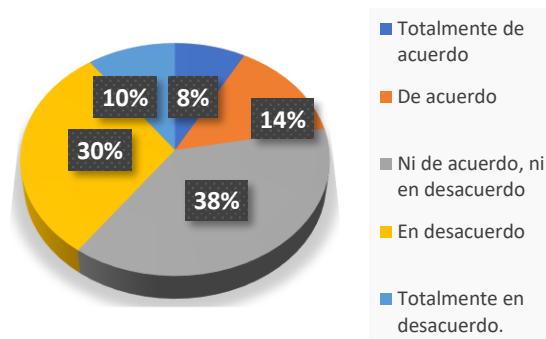


Figure 6

If I received another employment option, I would leave

Source: Own elaboration

Growth at work

In question 43. I receive adequate and timely training to carry out the work I do: 40% strongly agreed, 30% agreed, 12% neither agreed nor disagreed, 8% disagreed and 10% strongly disagreed.

In question 44. I believe there is opportunity for growth: 36% strongly agreed, 28% agreed, 26% neither agreed nor disagreed, 2% disagreed and 8% strongly disagreed.

In question 45. I think I can be promoted within the company: 38% strongly agreed, 32% agreed, 16% neither agreed nor disagreed, 10% disagreed and 4% strongly disagreed.

In question 46. I am happy to stay with the company: 56% strongly agreed, 34% agreed, 8% neither agreed nor disagreed, 2% disagreed and 0% strongly disagreed.

In question 47. My personal objectives are in relation to the company's objectives: 48% strongly agreed, 32% agreed, 14% neither agreed nor disagreed, 4% disagreed and 2% strongly disagreed.

Conclusions

In relation to the hypothesis statement, it was identified that the factors that affect the performance and motivation of personnel are the lack of leadership and intra-organisational communication in a footwear manufacturing company in the city of León, Guanajuato.

The results of the study identified the need for managers and bosses to develop leadership skills, emotional intelligence, communication, motivation, supervision, collaborative work and guiding staff to achieve objectives.

The direction and management of an organisation is one of the most important issues because of the role that the human factor plays in achieving the general and specific objectives of an organisation.

It is necessary that the staff involved in the different processes, understand what has to be done, assume a commitment by demonstrating attitudes in the social dynamics, be able to communicate and have the necessary competences to achieve the objectives and goals in the challenges that the context entails, from planning, execution, monitoring and improvement, hence the relevance of this subject.

Declarations

Conflict of interest

The authors declare that they have no conflicts of interest. They have no known competing financial interests or personal relationships that might have appeared to influence the article reported in this paper.

Authors' contribution

Rivera-Cisneros, Miguel Angel, Idea, methodology, technique, data collection, graphing

Franco-Bravo, Azeneth Irazú: elaboration of graphs

Pérez-Flores, Angélica Josefina: elaboration of theoretical framework

Serrano-Torres, Ma. Guadalupe: Review, elaboration of conclusions.

Availability of data and materials

The availability of data is protected to protect the privacy of the organisation.

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The research was carried out with own resources, no external resources were received.

Note: The references used in this document were of basic selection.

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Basic

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Financial Analysis in Micro and Small Businesses: Business features and their influence on financial ratios

Análisis Financiero en las MIPE: Rasgos del negocio y su influencia en las ratios financieras

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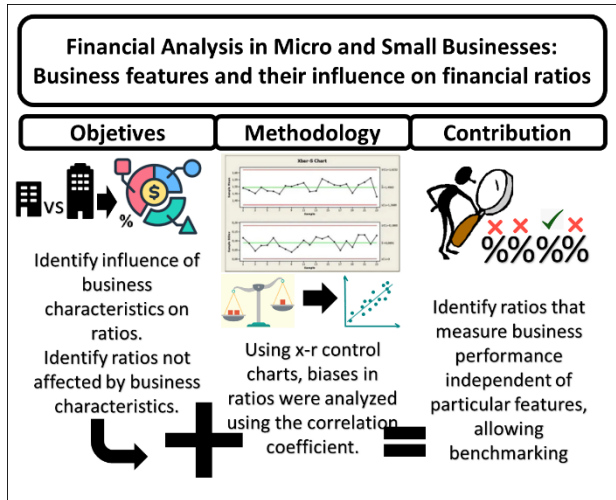


Abstract

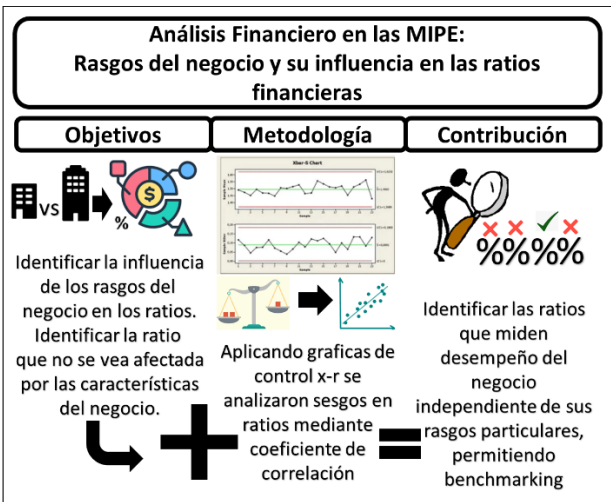
For the financial analysis used in Micro and Small Enterprises (MIPE), the variables Net Profit, Return on Assets, Return on Shareholders' Equity and Net Margin were identified as representative indicators of the profitability of the business. The general objective of this research is to identify the influence of factors or characteristics of companies on the results of financial ratios, and to serve for comparison between businesses in a consistent and relevant manner. The research is applied, exploratory in depth, quantitative, with a non-experimental and transversal design. The methodology used is based on the selection of study subjects, obtaining financial indicators, analysis using X-R control charts, discussion and conclusions, in which it is determined that the Net Margin is the one that receives the least influence from the characteristics of the business.

Resumen

Para el análisis financiero utilizado en la Micro y Pequeña Empresa (MIPE), se identificaron a las variables Utilidad Neta, Retorno de Activos, Retorno de Capital Contable y Margen Neto como indicadores representativas de la rentabilidad del negocio. La presente investigación tiene como objetivo general la identificación de la influencia de factores o características de las empresas en los resultados de las razones financieras, y servir para la comparación entre los negocios de manera consistente y pertinente. La investigación es aplicada, de profundidad exploratoria, de tipo cuantitativo, con diseño no experimental y de tipo transversal. La metodología utilizada parte de la selección de los sujetos de estudio, obtención de indicadores financieros, análisis mediante las gráficas de control X-R, discusión y conclusiones, en la que se determina que el Margen Neto es la que menor influencia recibe de las características del negocio.



Net margin, financial analysis, business profitability



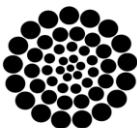
Margen neto, análisis financiero, rentabilidad empresarial

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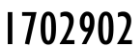


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Introduction

In the analysis of the management models that MSMEs apply in the search for good results, it is essential to identify ratios that measure business performance and allow benchmarking with other companies. Within the analysis of financial statements, the one dedicated to the interpretation of financial results and the associated financial ratios most commonly used, show the company's situation influenced by business characteristics, often represented by nominal values such as sales volume and asset value. These features are different from company to company, so the results of the ratios will prevent objective comparison.

State of the art

For this study, the UN is the residual value of revenues over costs and expenses, reported in the income statement (Mena, 2007); ROA is defined as the ratio or rate of operating return of the company in proportion to the total assets available in the same accounting period, while ROI is the financial profitability (Contreras, 2006) obtained from the net profit over the capital provided by investors; while the MN is the ratio of profit to sales, which is the net profit after covering all costs and expenses (Hoz et al, 2008).

Mean and range charts, also called X-R control charts, aim to statistically track a variable to determine its variability and consistency, and thus determine whether its generation, or the results it shows, are under control (Becerra, 2024).

The definition of the control limits was carried out taking into account that by having four samples for each group of MIPES the value of A2 is 0.729 and for D4 it is 2.282 (Palacios and Gisbert, 2018).

Methodology

After the literature review, among the financial ratios dedicated to business profitability, the indicators of Net Profit (NP), Return on Assets (ROA), Return on Equity (ROI) and Net Margin (NM) were chosen to compare their consistency and relevance as an indicator of financial success and their degree of influence received from other business factors.

Analysis using X-R control charts was applied to determine the variability and consistency of each variable. To carry out the construction of the X-R Control Charts, responses were taken from 100 MSMEs, classified into 25 groups by sales amount; in this way, each of the 25 groups grouped four companies with comparable operating characteristics. With the information obtained, the results were compared, and the different correlations with the factors of sales, amount of total investment in the business and capital contributed by the shareholders were identified, thus arriving at the conclusions.

Results

Variable UN

In the case of the variable UN (see figure 1), when expressed in nominal values, it was observed that constantly and continuously each of the 25 groups in which the companies were classified for the study, presented representative values higher than the previous groups, so that group 1 is even below the lower control limit (LCI), in contrast, the last groups, corresponding to companies with higher sales, are even above the upper control limit (LCS). The result of the correlation coefficient for the variable UN was approximately 1.0.

Box 1

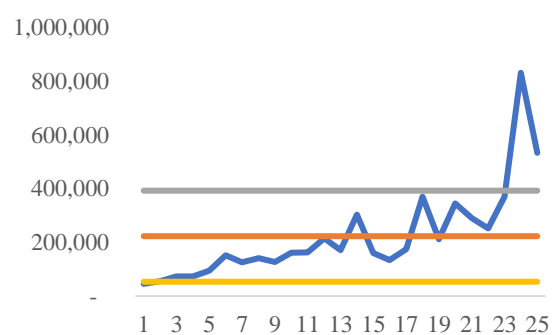


Figure 1

Control chart X mean of UN

Source: Own Elaboration

In the case of the range control chart, the behaviour is similar. It was observed that the line of averages is smoother, but when referring to nominal values, the distribution is in the same direction as the previous one as shown in figure 2.

Box 2

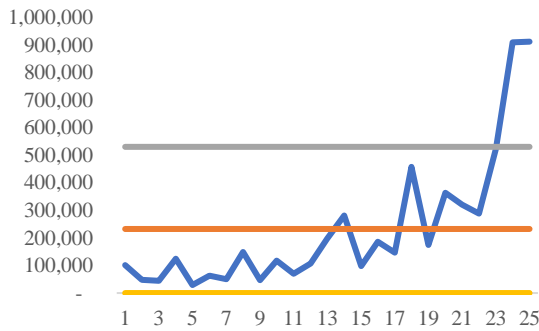


Figure 2

Control chart UN ranges

Source: Own Elaboration

Return on assets is the ratio of net income to total assets, and although the basis for the calculation is nominal values, the result can be comparable between different company sizes.

The result observed in the mean X control chart of the variable RA, as shown in figure 3, is more homogeneous; however, in group 4 the representative value of RA of the MIPes is located outside the upper control line, and although it seems that the values are close to the mean, only five of them are above this central line, group 11, 14, 18, 20 and 24. This financial ratio has less influence of the business characteristics, however, the correlation coefficient for the variable ROA was 0.49.

Box 3

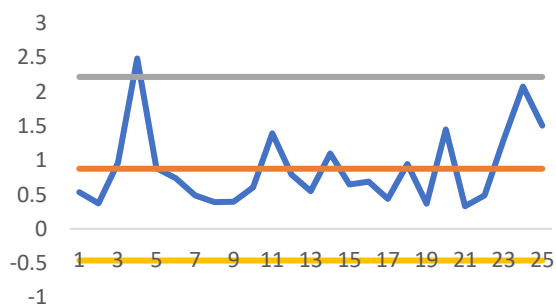


Figure 3

Control chart X mean ROA

Source: Own Elaboration

Figure 4 shows that the range of values of the companies in groups 4 and 24 is much wider than in the other groups, and this study does not identify the reasons for their behaviour that might or might not make the results of the companies non-comparable.

Box 4

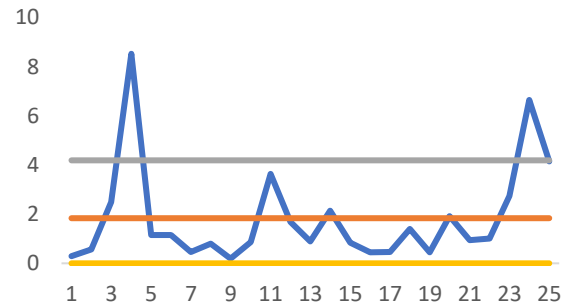


Figure 4

Control chart ROA ranges

Source: Own Elaboration

In the case of ROI, it presents a behaviour similar to those obtained in the previous variable. Figure 5 shows that the average X value of group 4 has an exceptional behaviour, being located outside the upper limit, suggesting that this financial ratio may be influenced by conditions not identified in the study. Another important observation is that the representative average of 19 groups of MSMEs achieve ROIs below the median line. The correlation coefficient of the ROI ratio was 0.36, suggesting moderate acceptance of the influence of other business factors.

Box 5

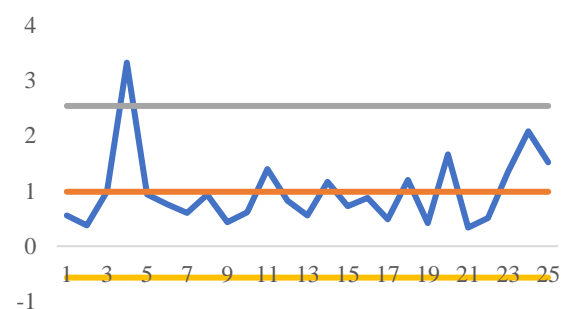


Figure 5

Control chart X average ROI

Source: Own Elaboration

In figure 6, the range control chart of this financial ratio clearly shows the bias of groups 4 and 24 over the remaining 20 groups that remained below the mean, and the reasons for this behaviour could not be identified in this study

Box 6

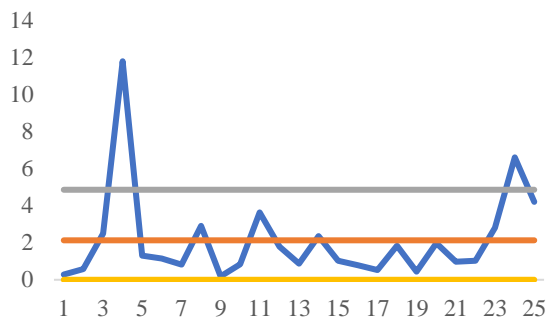


Figure 6

Control chart ROI ranges

Source: Own Elaboration

The MN ratio shows the net profit obtained on sales, and as can be seen in figure 7, it is far from the share of invested capital or assets in turnaround. The behaviour of the representative values of the groups is heterogeneous, with 13 maintaining margins above the average and the remaining 12 below the central line. The correlation coefficient for this ratio was -0.0.

Box 7

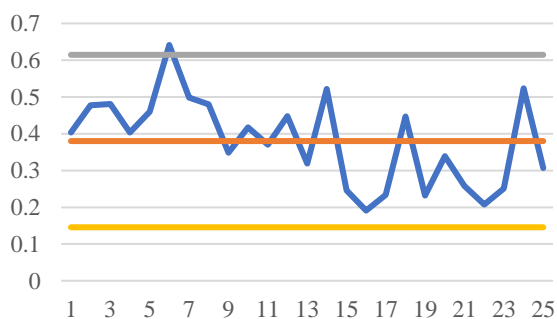


Figure 7

Control chart X mean of MN

Source: Own Elaboration

The more distributed results support the representativeness of the central line as a characteriser of the companies analysed. As can be seen in Figure 8, the MN observed in each of the groups of MSMEs falls within the control limits, where the number of groups above the mean is similar to those below the mean.

Box 8

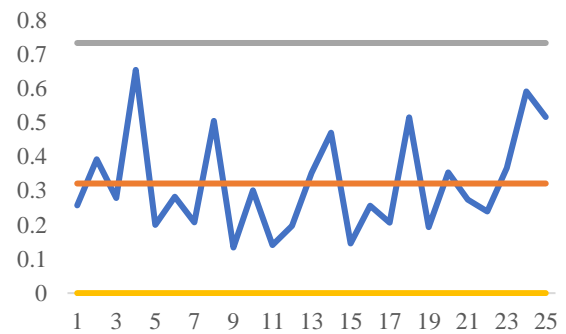


Figure 8

Control chart MN ranges

Source: Own Elaboration

Conclusions

As a result of the application of the control charts to the financial ratios representative of the profitability analysis of the financial statements, through the application of the X-R control charts on net profit, return on assets, return on equity and net margin, the following could be observed: Net profit, presented a behaviour related to the sales volume of each business, so that those companies with lower sales, clearly differed from those with higher sales, revealing that it is an indicator influenced by other characteristics of the companies not allowing to be used for the comparison of their financial results.

In the case of the financial ratios ROA and ROI, they showed a similar behaviour between them, and although they allow to represent to a certain degree the results of the companies, they showed a certain degree of acceptance of influence by the resources involved or invested in the company. These indicators could be used in companies with comparable or similar amounts of assets or capital.

Finally, with the results obtained in the X-R control charts, the financial ratio of Net Margin, of the variable MN, obtained the lowest correlation coefficient, positioning it as the financial indicator with the greatest independence from other business factors, making it a useful tool for comparing the profits obtained by operations in relation to other companies, regardless of features such as business size, assets or capital invested by shareholders.

Limitations

The application of the analysis was performed on MSMEs that provided financial information they had prior to the pandemic, and considered companies in the tertiary or commercial sector, so it would be advisable to apply the present study to companies in the primary and secondary sectors in order to compare the results obtained here.

The study only included financial ratios from the profitability segment of the company, so the analysis of ratios related to leverage, coverage, liquidity and operating efficiency can complement the results obtained here.

Disclosures

Conflict of interest

The authors declare that they have no conflicts of interest. They have no known competing financial interests or personal relationships that might have appeared to influence the article reported in this paper.

Availability of data and materials

Spreadsheet files used for data concentration and analysis are available upon request to the author.

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Abreviaturas

MIP	Micro and Small Enterprises
MN	Net Margin
ROA	Return on Assets
ROI	Return on Investment
UN	Net Profit

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The inbaund as a tool for the marketing of a Styrofoam-based sealant



El inbaund como herramienta para la comercialización de un sellador a base de unicel

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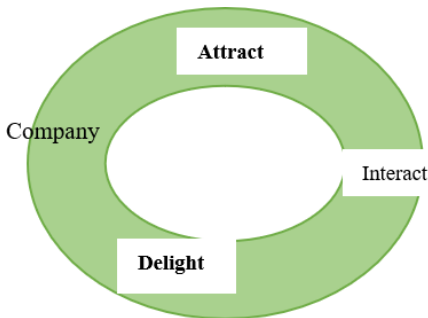
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Abstract

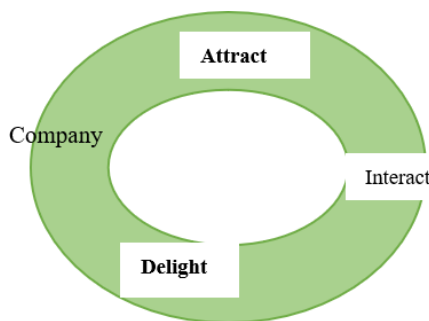
This article discusses the adoption of the Inbound Marketing approach in a sealant made from recycled expanded polystyrene. In order to develop this topic, we start with a discussion of the concept of inbound marketing. The creation of a marketing strategy to publicize the attributes of the polystyrene-based sealant allows the market to know the benefits obtained from its use and the benefits it does to the environment. The development of the strategies is to highlight the benefits that will be obtained from the use of the polystyrene sealant, whose duration of the sealant on smooth surfaces is more than 100 years after its application, compared to other sealants with the same characteristics. so its competitive advantage is greater compared to its competition.



Marketing, Marketing strategy, Unicel

Resumen

Este artículo discute la adopción del enfoque Inbound Marketing en un sellador elaborado por poliestireno expandido reciclado. Para poder desarrollar este tema, se parte de una discusión respecto al concepto del marketing. La creación de una estrategia mercadológica para dar a conocer los atributos del sellador a base de poliestireno, permite al mercado conocer los beneficios obtenidos en su uso y los beneficios que le hace al medio ambiente. El desarrollo de las estrategias es resaltar los beneficios que se obtendrán en el uso del sellador a base de poliestireno, cuya duración del sellador en las superficies lisas son más de 100 años después de su aplicación, a comparación de otros selladores con las mismas características, por lo que su ventaja competitiva es mayor ante su competencia.



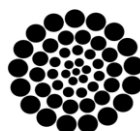
Marketing, Estrategia mercadológica, Unicel

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Introduction

The function of the marketing tools allows the commercialisation of the unicel-based sealant to highlight its attributes, standing out from other sealants already existing in the market.

The environmental conditions and climatic changes in the geographical area of the state of Tlaxcala, will allow the need for the use of the product, and its content of fundamental elements to protect smooth surfaces, such as metal, concrete, plastic, glass, etc., and the duration of the product on the applied surface, allowing its benefits to be more competitive in the sector or market.

The benefit of the product is attributed to the care of the environment and the care of the surface where it will be used, or applied.

Inbound as a marketing tool Don't tell me how good you do it; tell me how good it does when I use it.

Leo Burnett

The INBOUND methodology, for the growth of an organization serves as a tool to demonstrate, lasting relationships with customers and prospects without spending much on traditional advertising, as it is a digital method available to all, where the properties of what will be sold will be shown, the reason is very simple, if your customer is successful in using the product you will also have it in the benefits of the growth of your company; as a "win win" by the recommendations of how great your product is. The three essential phrases in the use of the unicell sealant marketing method are threefold:

Box 1

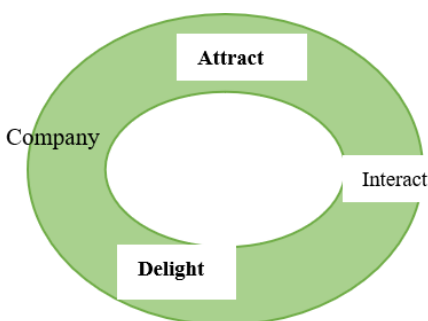


Figure 1

Attract: Capture the potential customer's attention with the value content of the unicell-based sealant.

Interact: Persuade the customer with information about the benefits of the sealant in the use of the surfaces to be covered, and also determine the quality and duration of the product on the surface.

Delight: Assistance via telephone, for doubts arising in the application of the sealant, in the same way the causes that may occur if it is not used properly.

It is worth underlining, that to reach the target audience and to be able to interact in a very effective way, this tool with the creation of good content on social networks and the creation of your product website, we will enamor the market demonstrating that the use of the product would increase.

The durability of the surface where it is applied, especially due to the shape and materials used in its production.

The surface sealant based on recycled expanded polystyrene (EPS) using organic solvents and additives, aims to give post-industrial use to the waste of this inert, low biodegradable and high volume material that is accumulated in landfills, ravines and rivers.

A product for environmental and social care

The surface sealant based on recycled expanded polystyrene is made because, in recent years, the production of plastic waste has been one of the main environmental problems to be solved. The development of this project seeks to contribute to the solution of these problems by reincorporating expanded polystyrene waste into the production process, giving it added value and impact in the following areas: environmental, economic, social and academic. The aim is to significantly reduce this impact in order to reduce the speed at which this material is damaging the planet, converting it into an environmentally friendly material.

The consumption of expanded polystyrene in recent years has increased from 10 million tonnes in 1978 to 90 million tonnes in 2010, corresponding to 7% of the total solid waste generated worldwide, with an estimated annual growth of 4%. To reduce the pollution caused by this poorly degradable material, which takes more than 1000 years to disappear from the environment, and to avoid its accumulation, there are several ways to recycle it (Sierra, 2010).

Benefits of polystyrene-based sealant

The characteristics for which the sealant was created is based on unicell, and was obtained from expanded polystyrene waste using organic solvents where it allows the application of chemical and scientific sciences for the industrial manufacture of the same. Excellent drying and coating characteristics were identified. During the elaboration process, where it allows the application in different scientific surfaces where it was possible to identify excellent drying and coating characteristics. during the test process, proving the excellent product that was elaborated with scientific method.

Methodology

It is true that the transition to the digital world has allowed us to use the tools of inbound marketing, as it allows us to collect information from our users and know how and when to impact them, from social networks, blog to your website.

The inbound is a long term strategy, in social media advertising, from lead scoring, until you turn it into a nutri score.

On the one hand the Pull in social networks, where your Bayer would be the people to achieve more lead capture, as we found below: In general, certain media are associated with certain strategies. In the words of (Sanagustin, 2013) attraction marketing (inbound marketing) seeks the firm to connect and attract users from three perspectives such as content, search engines, and social media to convert them into leads. It contrasts with outbound marketing, which has a more advertising focus. According to (Polo, 2015).

The term inbound marketing was coined by Brian Halligan referring to marketing techniques focused on users discovering us by their own means, instead of buying their attention in more traditional ways, such as paid advertising or paid actions.

Traditional ways, such as paid advertising or direct commercial actions.

Content marketing is one of the most economical and effective solutions we can apply to attract visitors, customers and build brand image for any business. In this sense, the key question to ask ourselves is: What is our target audience interested in? The answer to this question will shape our value proposition.

The basic steps to follow in any content marketing strategy would be the following:

Content planning

The first and essential step is to generate the ideas that will shape our final content. In this sense, online tools for keyword research will be very useful to collect information and opportunities, as well as analytical data from our website. Google Analytics www.google.com/analytics or any other similar statistics platform will give us the route and keywords by which visitors arrive at our site, as well as their favourite content and least visited pages.

Content optimisation

In the words of (Domené, 2018) before launching an online business, such as an e-commerce, is to advance some kind of content strategy. For example, start publishing content regularly on a blog, identify other blogs of reference in the same sector and propose content exchange or collaborations (guest posting), start a YouTube channel where you can publish videos that you can later recycle on social networks such as Twitter, Facebook or Instagram, create a profile on Pinterest, etc. All of this serves to take advantage of the months of preparation involved in launching an online shop (finding suppliers, organising logistics, programming the site, etc.) in order to programme the site, etc.) to activate and dynamise our profiles on social networks and our domain.

This way, when we finally publish the online shop, the domain is not starting from scratch, but Google is already crawling it, has already classified it in certain search categories and, with a bit of luck, we even already have some interesting links.

When producing content, we must be responsible for putting value out into the world and not into the trash, because not everything on the internet is content (Oberlander, 2021). Today there is an absurd volume of content that, if you think it is huge, think that in a short time it will multiply by 5, 10 to 100 times. In the western world we adults consume content almost permanently, so we are necessarily approaching a physical limit of consumption (we can consume it in the bathroom or when we eat, not yet when we sleep). This means that content must be of increasingly higher quality and target the right audience, as there is no point in 'everyone seeing it'.

Gain visibility and organic traffic

Creating and publishing quality content makes you gain visibility without having to pay a platform to show you, that is, organically. It is true that advertising, paying for your content to be shown is not a bad idea, but organic visibility can be seen as more authentic and with a longer lasting effect. So, the more content you publish on your website and the more links pointing to it, the more posts, followers and interactions (mentions, comments and shares) you have on social networks, the more you participate in forums and groups specialised in a topic, the more likely your content will be considered relevant by the public and the algorithms. And if your content is relevant, the more times it will be seen by the public.

In addition, user interactions contribute to a virtuous circle around your content, as followers will bring others to your content and this will increase the relevance of what you post. And if a person performs a search on Google and the search engine returns a link to your content among its answers, you will get visits to your page without having paid for it (this is what is called organic traffic). Generate leads (continuously).

An lead is a person who provided us with some contact information (such as email or mobile phone) and who, therefore, we believe is interested in our offers. And the most important thing is that, by having contact details, we can communicate with them in a much more efficient and economical way. That is why there is a type of content called lead magnet, which refers precisely to being a magnet for attracting leads.

The most typical example is when you leave an email on a website in exchange for downloading an e-book. This is a key aspect of marketing today, because given that people need to have several contacts with a brand before deciding to make a purchase (the law of 6 to 20 touches), being able to have those contacts or touches in a cost-effective way allows you to make your budget more efficient.

Nurture leads

Creating and publishing content is not only useful to generate leads, it is also useful to qualify or nurture your audience, to take them through the funnel of sales. A sales funnel is a pre-designed process to follow the customer journey. For example, on my website, I have a lead magnet which is an ebook with 10 tips to optimise your LinkedIn profile.

Lastly we can say that tools such as Chatbots, is a tool that resolves customer queries, where you have a conversation with the user, chatbots on your website, you see the user's behaviour, it is not a link to the purchase.

Another of the tools that help Inboud marketing is the Google adwors or google ads, ideal content at the ideal time so they are sought Buyer jornies The buyer journey or buyer's journey is the process that consumers go through to become aware, consider, evaluate and decide whether to make the purchase of a new product or service. Simply put, it is everything someone would need to do before deciding whether or not to buy what you are offering.

Lead scoring is a marketing and sales methodology whose objective is to assess the value of a potential customer based on a score assigned according to various factors, such as demographic, behavioural and other information,

Results

Marketing was approached from a digital context and with a focus on Inbound Marketing, going deeper into how its process was developed, its advantages and the main tools it uses. And how inbound marketing represents an opportunity within the digital market in the state of Tlaxcala.

An image of the website designed for the marketing of the sealant is presented.

Box 2



Figure 2

Conclusions

It is important to understand how to create value to a product and for this, marketing must be developed through a due process that allows, first, to know the external and internal environment of the organisation, then, to establish a target audience to be focused on, because although there is a market in extension, the audience must be the right one in order to develop strategies that are aligned to the needs of this segmented group. Another action to be taken is to exchange value with customers and, finally, to capture value from those who have become customers or those who, perhaps, did not become customers, but still have expectations.

Statements

Conflict of interest

The authors declare that they have no conflicts of interest. They have no known competing financial interests or personal relationships that might have appeared to influence the article reported in this paper.

Authors' contribution

Perez Perez-Areli: Contributed the idea for the project.

Espinosa Aguila Ma. Luisa: Contributed to the application of inbound marketing and the writing of the article.

Flores Ramirez Rocio Veronica: Contributed to the application of inbound marketing and the writing of the article.

Anguiano Carmona Mauricio Jose Manuel: Contributed with the theoretical part of inbound marketing.

Availability of data and materials

Access to information is not restricted for consultation.

Funding

No external funding was received, due to the fact that it is a product that is just about to be introduced to the market.

Abbreviations

List abbreviations in alphabetical order.

EPS	Expanded polystyrene based surface sealant.
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Social and solidarity economy, a strategy to address the migratory need and return of Mexicans from the United States

Economía social y solidaria una estrategia para atender la necesidad migratoria y devolución de mexicanos desde Estados Unidos

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Abstract

Migration requires not only momentary help, medium and long-term solutions must be proposed that contribute to minimizing the effects of migration, making the social and solidarity economy an alternative for economic and social development. The use of different economic models in the Mexican social and solidarity economy favors the self-employment options of migrants returned from the United States to Mexico. Participation for the achievement and fulfillment of this proposal that helps migrants consists of the design and implementation of strategies. Support from the government, communities, and higher education institutions is necessary with social service projects, internships, professional residencies, prototypes of social innovation, community support, and even the review and modification of study plans that contemplate to the social and solidarity economy, as a significant resource for economic development.

Resumen

La migración requiere, no solo de una ayuda momentánea, se deben plantear soluciones a mediano y largo plazo que contribuyan a minimizar los efectos de la migración, resultando la economía social y solidaria una alternativa para el desarrollo económico y social. El uso de los diferentes modelos económicos en la economía social y solidaria mexicana favorece las opciones de autoempleo de los migrantes devueltos de Estados Unidos a México. La participación para el logro y cumplimiento de esta propuesta que ayude a los migrantes, consiste en el diseño e implementación de estrategias. Es necesario el apoyo del gobierno, las comunidades, y de las Instituciones de educación superior con proyectos de servicio social, practicas, residencias profesionales, prototipos de innovación social, apoyo comunitario e incluso la revisión y modificación de planes de estudio en el que se contemple a la economía social y solidaria, como un recurso significativo para el desarrollo económico.

. Social and solidarity economy, a strategy to address the migratory need and return of Mexicans from the United States		
Objetivos	Metodología	Contribución
Study the scope of the social and solidarity economy as an alternative to address migratory needs in Mexico. 	Data collection. Data analysis. 	Proposal for the creation of solidarity organizations as a migration resolution strategy.

Migration, Solidarity Economy, Development, Strategies, Communities

Economía social y solidaria una estrategia para atender la necesidad migratoria y devolución de mexicanos desde Estados Unidos.		
Objetivos	Metodología	Contribución
Estudiar los alcances de la economía social y solidaria como una alternativa para atender las necesidades migratorias en México. 	Obtención de datos Análisis de datos 	Propuesta de creación de organismos solidarios como estrategia resolución migratoria.

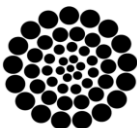
Migración, Economía Solidaria, Desarrollo, Estrategias, Comunidades

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1702902 CONAHCYT

Introduction

Although it is true that the migration problem is present throughout the world, there are ways in which the governments of different countries can take actions that help mitigate its effects to a certain extent, one of those ways is the social and solidarity economy (ESS) that seeks collective well-being and social development, offering the possibility of generating sustainable employment, access to services and products at low costs, social cohesion, participation in collaborative and innovative projects, self-management and empowerment.

A way to make the benefits offered by the social and solidarity economy affordable, both to Mexicans who seek to migrate to other countries in search of job opportunities and access to better living conditions, and to the migrants that the Mexican government has to care for. well received, it would be through the design and implementation of strategies that promote inclusion, training, access to resources and the creation of collaboration networks, being in charge of them not only the government, but also civil society and the initiative. private.

Immigration panorama of Mexico

There is no doubt that migration in Mexico has had evolutionary stages. Proof of this is the Migration Law enacted in 2011, which replaced the previous General Population Law of 1970.

This law decriminalized irregular migration, reducing it to an infraction. administrative, guaranteeing fundamental rights to migrants, regardless of their immigration status, to the extent that Mexico has become in recent decades not only a transit country, but also a destination. ([Ley de Migración, last version 2024](#)).

In 2008, the Mérida Initiative was issued, although focused on security cooperation between Mexico and the United States, it influenced immigration policy by strengthening border control capabilities, promoting greater respect for human rights and preventing crime ([Embassy and consulates of the United States in Mexico, 2021](#)).

In 2015, the Temporary Migration Regularization Program was published in the Official Gazette of the Federation, which was proposed to strengthen efficient migration management, based on principles of facilitation, international co-responsibility, human and border security; in addition to promoting the streamlining of the regularization processes for foreigners in Mexico, along with the development of actions that ensure the issuance of immigration documents. All this with the objective of supporting the integration and reintegration of migrants and their families, facilitating their access to both public and private services ([SEGOB, 2015](#)).

Recently, in the National Development Plan 2019-2024, the goal was set, regarding the issue of emigration, that at the end of the six-year term, the departure of Mexicans abroad motivated by lack of employment, insecurity or lack of opportunities, and that the population would be better distributed throughout the national territory. ([Presidencia de la República, 2019](#)).

However, the above, according to the National Demographic Dynamics Survey (ENADID) 2023, it is considered that one million two hundred thousand people emigrated from Mexico between 2018 and 2023: four hundred and fifty-nine thousand more people than between 2013 and 2018, whose number rose to seven hundred and sixty-one thousand people ([INEGI, 2024](#)). Regarding the issue of migration, the aforementioned National Development Plan indicates that Mexico has recovered its tradition as a welcoming country, a refuge for those seeking asylum and an integrator of migratory movements, and that to this end the Federal Government would implement the necessary actions to ensure that foreigners can safely transit through the national territory or settle there (Presidency of the Republic, 2019), constituting an opportunity for migratory flows to stay in Mexico waiting for work and development opportunities.

Related to the above, according to [Calva & Carrión \(2022\)](#), in the first decades of the 21st century, the migratory dynamics towards Mexico experienced significant changes, due to a notable decrease in the arrival of American migrants and an increase in migratory flows.

From countries such as Guatemala, Honduras and El Salvador, surpassed even by a growth in the immigration of Venezuelans and Colombians; This increase in immigration to Mexico is attributed, in part, to the increase in anti-immigration policies in the United States.

According to Migration Statistics (SEGOB, 2024), the events of people in an irregular migratory situation in Mexico, during the months of January to August 2024, amounted to 925,085; There being a notable difference with respect to the same period of the previous year, 2023, whose number of migrant events was 398,991, such a trend can be seen in Figure 1.

Box 1

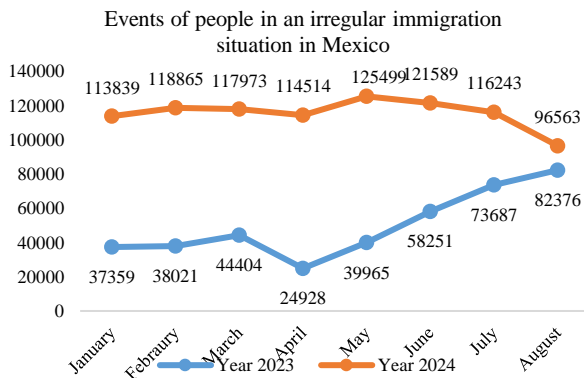


Figure 1

Note: The graph represents the number of events of people in an irregular immigration situation in Mexico, January-August 2023-2024. Taken from: SEGOB. Immigration Policy, Registration and Identity of Persons Unit. Immigration Statistics. Synthesis 2024. Page 30.

In contrast, during 2023 the number of returns by Mexican immigration authorities of people in an irregular immigration situation in Mexico was very low, only 40,667, while, during the months of January to August 2024, the return of people was even lower, 16,474, as can be seen in Figure 2.

Box 2

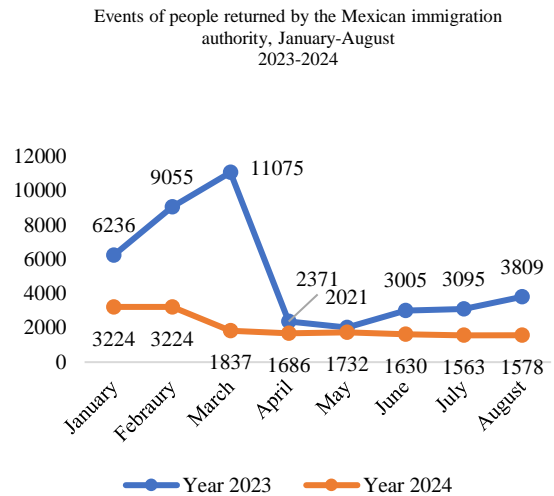


Figure 2

Note: The graph represents the number of events of people returned by the Mexican immigration authority, January-August 2023-2024. Taken from: SEGOB. Immigration Policy, Registration and Identity of Persons Unit. Immigration Statistics. Synthesis 2024. Page 31

A new National Development Plan for 2025-2029 is about to be issued; the immigration policies it will contain are still unknown; However, everything indicates that the newly elected president Claudia Sheinbaum Pardo will continue the policies imposed by her predecessor, and with this, Mexico will continue to position itself as a destination country for migration, providing support to people in an irregular migratory situation, which It means a larger population in Mexican territory, greater employment needs, among many other factors.

Verea (2022), estimates that Mexico has traditionally played several roles in the context of immigration: it has been a country of emigration, since for a long time, a significant part of its population migrated especially to the United States;

It has historically been a transit country due to its strategic location in the region serving as a bridge between Central America and North America; And in recent decades, Mexico has begun to become an increasingly relevant destination for migrants, which responds to a combination of social, economic and political factors prevailing in the countries of origin of migrants.

According to [García et al \(2020\)](#), to understand the functioning of Mexico in the last fifty years, marked by serious economic and social crises, it is essential to consider the crucial role of international migration to the United States and the growing economic, commercial, and social interdependence. and geopolitics between both countries, where there has been, on the one hand, the inability of the Mexican government to generate sufficient employment and, on the other hand, the evident labor dependence on the United States in sectors such as: agriculture, food services, lodging, construction, gardening, health and personal care.

The National Development Plan 2019-2024 established among its goals that emigration would be stopped, and that millions of Mexican men and women would have found well-being, employment and possibilities for personal development in their communities of origin, living with their families and remaining rooted. to their cultural and environmental contexts ([Presidency of the Republic, 2019](#)).

Main migration countries

For the year 2021, the Mexican Migration Institute compiled statistics with the support of the Mexican consular offices and in the case of migrants residing in the United State with information from the Annual Social and Economic Supplement 2019. And that was reported in 2021.

Classified by continents, it refers to a population of the largest approximate number of Mexicans abroad, the above excludes undocumented migrants.

The total population in the world 12,145,143, not counting the United States is 395,143.

In Oceania, there is a Mexican population of: 9,499 Mexicans, representing 2% of the world's population.

In Africa, there is a Mexican population of: 1,013, which represents 0.02% of the world's population.

In Asia, there is a Mexican population of: 7,942, which represents 4% of the world's population.

In Europe, there is a Mexican population of: 149,418, which represents 37% of the world's population.

In America, there is a Mexican population of: 217,321, which represents 55% of the world's population.

Occupational Activities

The active participation of Mexicans in different occupations stands out, among which the following characterize:

Professionals with a total of 31%, Academics, students and research with 21%, Employees in various trades for a total of 17%, People dedicated to the home for 14%, and other activities for a total of 12%.

54% of the Mexican population in other countries is represented by the female sex, while for the male sex it is 46%.

Significantly, the countries with the most Mexicans in 2021 are:

- United States with 11,750,000
- Canada: 129,745
- Spain: 66,092
- Brazil: 24, 171
- United Kingdom: 18,000
- Germany: 17,755
- Bolivia: 9,890
- Netherlands: 8,777
- Argentina: 7,828
- Chile: 7,591

While for May 2023 it was:

- United States with 10,820,514
- Canada: 107,735
- Spain: 71,151
- Brazil: 6,387
- United Kingdom: 18,000
- Germany: 19,200
- Bolivia: 9,919
- Netherlands: 9,790
- Argentina: 14,090
- Chile: 7,591

Mexican population within the United States

Population size 566, 547.

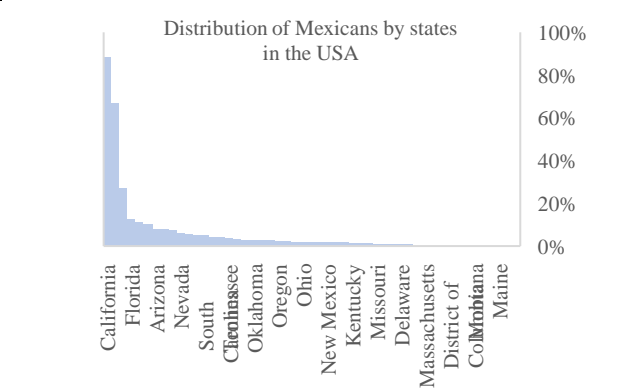
Box 3

Table 1

States of the USA	Mexican Population	Men	Women
Alabama	4724	2961	1763
Alaska	50	33	17
Arizona	14704	8486	6218
Arkansas	3549	2128	1421
California	159166	87884	71282
Colorado	9386	5848	3538
Connecticut	1430	959	471
Delaware	1469	932	537
District of Columbia	174	132	42
Florida	23063	16245	6818
Georgia	14,153	8879	5274
Hawaii	262	166	96
Idaho	3072	2043	1029
Illinois	48396	29295	19101
Indiana	9932	6115	3817
Iowa	2575	1625	950
Kansas	2942	1703	1239
Kentucky	2631	1611	1020
Louisiana	2581	1799	782
Maine	30	27	3
Maryland	1558	1069	489
Massachusetts	549	412	137
Michigan	4201	2562	1639
Minnesota	5424	3553	1871
Mississippi	1890	1235	655
Missouri	1996	1239	757
Montana	150	108	42
Nebraska	3195	1990	1205
Nevada	11123	6407	4716
New Hampshire	96	72	24
New Jersey	13734	8943	4791
New Mexico	3090	1764	1326
New York	19632	13066	6566
North Carolina	18073	11697	6376
North Dakota	158	123	35
Ohio	3455	2308	1147
Oklahoma	4766	2802	1964
Oregon	4471	2803	1668
Pennsylvania	4995	3308	1687
Rhode Island	169	10	59
South Carolina	9036	6043	2993
South Dakota	197	144	53
Tennessee	6786	4385	2401
Texas	120417	70443	49974
Utah	7236	4484	2752
Vermont	18	17	1
Virginia	3281	2183	1098
Washington	4503	3092	1411
West Virginia	24	88	36
Wisconsin	7343	4646	2697
Wyoming	592	322	270

Box 4

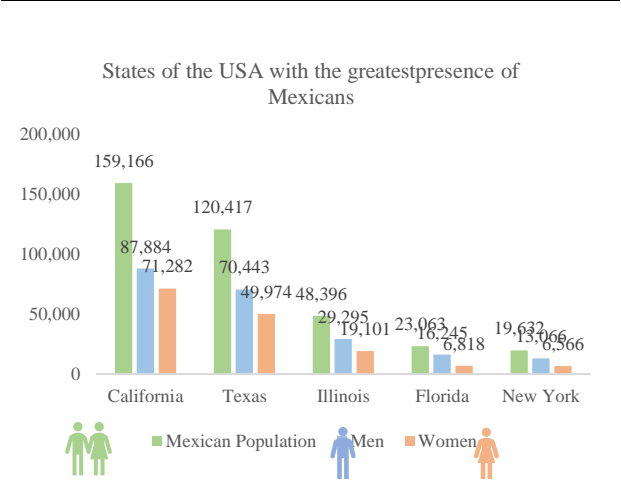
Figure 3



From the analysis of the data presented, it can be seen that the five most populated states in the United States are the following, with California occupying first place with 159,166 Mexicans, second place is occupied by the state of Texas with a total of 120,417 Mexicans, third place With a total of 48,396 Mexicans is the state of Illinois, for its part the fourth place is held by the state of Florida with a population of Mexicans of 23,063 and Finally, fifth place is held by the state of New York with 19,632 Mexicans. It is important to note the presence of 60% of the male sex vs. 40% of the female sex among the total counted population of 566,447 Mexicans in the USA.

Box 5

Figure 4



Distribution of migrants in the USA, and origin by states of Mexico

Box 6

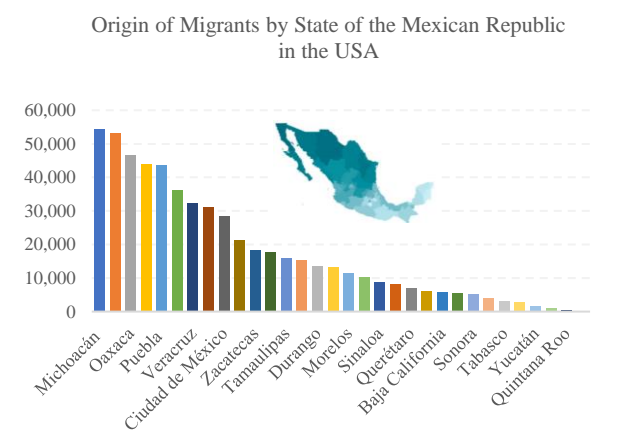
Table 2

State	Mexican Population
Michoacán	54,279
Jalisco	36,239
Zacatecas	18,306
Chihuahua	13,324
Querétaro	6,858
Tlaxcala	4,017
Quintana Roo	506
Guerrero	53,116
Veracruz	32,243
Hidalgo	17,669
Morelos	11,422
Nayarit	6,218
Tabasco	3,006
Baja California Sur	283
Oaxaca	46,551
Estado de México	31,063
Tamaulipas	16,007
Nuevo León	10,212

Baja California	5,874
Colima	2,691
Guanajuato	43,856
Ciudad de México	28,324
Chiapas	15,366
Sinaloa	8,908
Aguascalientes	5,494
Yucatán	1,675
Puebla	43,750
San Luis Potosí	21,338
Durango	13,415
Coahuila	8,130
Sonora	5,298
Campeche	1,109

Box 7

Figure 5



Source prepared by the author based on the issuance information of the 2022 Consular License Plates. Mexican Population in the United States 2022.

Return of Mexicans from the United States.

The following data refers to the return of Mexicans from the United States to Mexico as a measure previously known as repatriation of Mexicans. An analysis of the data provided by the immigration policy, registration and identity of persons unit is shown.

By 2023, 172,490 events of return of Mexicans from the United States to Mexico were generated, while, for the period from January to September 2024, 154,203 events were recorded. It is expected that, from October to December, these figures will increase and They even exceed those of the previously generated period from January to December 2023.

The main border crossings in Mexico are the states of Sonora, Tamaulipas and Baja California. And from these points they are transferred to the states of origin, with the following states having greater representation by more than 4% of a total of 172,490 returns.

- Guerrero and Chiapas above 8.1%
- Oaxaca, Veracruz, Puebla, Guanajuato, México, Michoacán between 6.1% and 8.0%
- Mexico City between 4.1% and 6.0%

(Monthly Bulletin of Migration Statistics, 2024).

Attention strategies for the national immigration emergency and return of Mexicans from the United States

Migration is an event that has an influence on the society that welcomes them, as it is in the context of Mexico, which has been a country where they have traveled and has had a migratory origin, implementing a humanitarian approach, which is the model according to the Mexican government, which has to do with an economic and social point of view, where people are the center of everything, taking this into consideration, the SSE for sustainable development integrates the participation of people for its achievement and for its diversification in the economy.

With the immigration policies of the United States, the next president of the United States Donald Trump will propose immigration policies, where a mass deportation is considered, which will be an immigration emergency and deportation in Mexico, where the ESS can achieve integration and attention to migrants, considering that it focuses on the well-being of the community and its active participation, in effect as a response to this demand, creating support networks where social inclusion and creating jobs will be carried out.

ESS initiatives, which include cooperatives, civil organizations, support networks and community entities, have the ability to become fundamental actors for complete and sustainable care of migrants, promoting an inclusive and not merely welfare vision.

The SSE can be considered as an alternative for Mexican migrants, by being included in jobs of the different business models of the SSE, to have social equity and financial stability, where, when speaking from a focus on the crisis migration, it should not be limited only to instant humanitarian aid so that a quick solution can be given momentarily, rather opportunities should be created that are long-term with the objective of enabling the total integration of migrants into society, for example. means of implementing strategies such as initiatives of active collaboration, in which migrants contribute to the community's economy, through cooperatives where they work and consume, acquiring their integration into the economy.

As well as creating community support networks, where by exchanging knowledge, there is an exchange of information from Mexican migrants to the members of a community, which becomes a recipient, an exchange is achieved, which is It is based on the principle of solidarity, mutual aid and collaboration, which are pillars of the ESS. (Fresneda, 2022).

Migrants can also have initiatives when undertaking and thus contribute economically and have social integration, favoring trade that is fair, offering a sustainable solution for those migrants who wish to remain in Mexico and generate their own means. (Martínez, 2021).

Says Sandoval & Leyva (2021), according to the vision that has been developed throughout this research, the proposal that is issued to improve the living conditions of the population in Mexico, specifically to combat social problems as serious as unemployment, poverty and hunger, is the following: The implementation of public policies to implement plans and programs aimed at training the population, especially in rural areas, so that they can develop skills that allow them to carry out self-employment economic activities and creation of new jobs, in tasks and tasks specific to their physical or social environment.

Therefore, when including migrants in the SSE, a change in public migration policies should be considered, where they are seen with a traditional approach towards a more comprehensive one oriented to working on people in their human development, in where migrants are not only seen as beneficiaries of aid, but the SSE aims to recognize them as active people in building solutions to their own problems and contributing to society. (Parrini *et al.* 2021).

Business Models

Nodes to Promote the Social and Solidarity Economy NODESS

Organizations of the Social Sector of the OSSES Economy a) Social Groups with a minimum of three people and b) Legally Established with a minimum of five people.

Which can receive federal support from the National Institute of Social Economy, among the most significant are the following:

- Civil Associations focused on the execution of rural productive projects.
- Rural Interest Associations.
- Workers' savings banks.
- Collectives.
- Consumer cooperatives.
- Communities.
- Ejidos.
- Agricultural and Rural Insurance Funds.
- Social groups.
- Cooperative Organizations.
- Collective Societies
- Savings and loan cooperative societies.
- Cooperative societies of consumers of goods and/or services.
- Cooperative societies of producers of goods and/or services.
- Rural Production Societies.
- Social Solidarity Societies.
- Community Financial Societies.
- Unregulated Multiple Purpose Financial Companies.
- Commercial Companies.
- Mutual Companies.
- Community Unions.
- Credit Unions.
- Ejido Unions.
- Unions of Rural Production Societies.

Opportunity areas, an analysis by states of the Mexican Republic of SSE groups

NODESS: The Secretary of Economy of Mexico has designed as a strategy to address social needs, in this way the national NODESS network is social organizations made up of academics, Organizations of the Social Sector of the Economy, and government institutions. Between 2019 and 2020, there were 307 actors promoting and strengthening the SSE in Mexico, among the main ones: 106 Higher Education Institutions, 90 Local Governments, 85 OSSE, 26 Civil Societies.

For 2020 and 2021, there were 278 actors promoting and strengthening the SSE in Mexico, among the main ones: 86 Higher Education Institutions, 74 Local Governments, 91 OSSE, 27 Civil Societies.

In relation to the period 2021 and 2022, 91 NODESS were counted. While for the period 2022 to 2023, 116 NODESS had been established, classified as follows.

- Northern Border with 9 NODESS (Baja California, Baja California Sur, Chihuahua, Sinaloa and Sonora)
- North 9 (Coahuila, Durango, Nuevo León, San Luis Potosí and Tamaulipas)
- Centro Oeste 25 (Aguascalientes, Colima, Guanajuato, Jalisco, Michoacán, Nayarit, Querétaro, and Zacatecas)
- Center 31 (Mexico City, State of Mexico, Guerrero, Hidalgo, Morelos, Puebla, and Tlaxcala.)
- Southeast 42 (Campeche, Chiapas, Oaxaca, Quintana Roo, Tabasco, Veracruz, and Yucatán)

By September 2024, the Network has 548 NODESS and 254 Pre NODESS in process.

Among the priority themes of the NODESS are:

Tourism, Solidarity Finance, Digital and platform cooperatives, Productive and consumer autonomy, Youth, Sustainability, sustainability and the environment, Economy of care, Culture of peace and good living, Preventive health, Sustainable and community energy, Cultural management, Gender, Social innovation, Food sovereignty.

As a strategy to strengthen the priority themes in Mexico, the NODESS ecosystems were designed to promote the social economy, whose goal is to generate a multidisciplinary and transversal network with other disciplines of the same and other themes, and which are divided into eight:

I. Livestock, agriculture, fishing and natural extraction

- Generation and support for consumer cooperatives
- Agricultural production
- Livestock production
- Fishing and aquaculture production
- Rural production
- Mining production
- Industrial production
- Production, industrialization and marketing of products agricultural, forestry and other natural resources
- Boost for self-sufficiency and food sovereignty

II. Industrial transformation, energy and technological development

- Accompaniment, strengthening and business management on issues administrative, accounting, tax, legal, marketing, etc.
- Human capital development
- Business model design
- Business and social group incubation processes.
- Sustainable and community energy
- Generation of energy cooperatives
- Training in sustainable, cooperative and community energy
- Support for renewable energy projects
- Digital and platform cooperatives
- Development of audiovisual materials and product dissemination and services through ICTs
- Design of digital platforms and electronic commerce
- Promotion and support in the creation of platform cooperatives.

III. Strengthening capabilities and social innovation

- Design of methodologies for social companies

- Implementation of tools for social innovation, engineering and technology of projects and/or services
- Technological development and innovation.

IV. Solidarity finance

- Strengthening savings and loan cooperative societies
- Management of savings and loan cooperative societies
- Promotion and advice for collective savings practices
- Design of actions for inclusion and financial education
- Promotion and dissemination for the use of cooperative societies of savings and loan.

V. Tourism

- Nature tourism
- Promotion of local tourism
- Adventure tourism
- Rural tourism
- Community tourism
- Gastronomic tourism.

VI. Health and care

- Design and dissemination of health and psychological care campaigns
- Promotion of sport
- Dissemination and advice on mutualized preventive health
- Design of community health programs
- Nutritional intervention and advice
- Economy of care.

VII. Art and culture

- Link with projects and agents in the cultural sector
- Development and support of cultural cooperatives, agents and organizations immersed in cultural activities
- Craft and commercial development
- Promotion and formalization for cultural actors.

VIII. Environment, sustainability and sustainability

- Training and support in composting techniques and organic waste management.
- Development of practices for the preservation of heritage biocultural and permaculture.
- Promotion of bioeconomy strategies
- Design of collection, recycling and material rejection processes.
- Soil restoration
- Sustainable food production.
- Support in the creation of family or urban gardens.

Conclusions

Some of the proposals for the integration of the SSE in migration policies, it is recommended to consider promoting the creation of migrant cooperatives, where the legal and financial framework must be established to support their creation, which are made up of migrants, and vulnerable groups, promoting fair and equitable jobs, that have accessibility to resources, training, marketing networks and inter-institutional support networks, in order to establish alliances between civil society organizations, local governments and actors of the ESS to provide a more coordinated and efficient response to migration emergencies.

In the case of the National Institute of Migration (INM) of Mexico, it focuses on the management of migratory flows in the country, as well as the implementation of migration policies, so in relation to the SSE they can influence the strengthening of inter-institutional networks and transnational cooperation, creating opportunities for migrants to become active actors within the economy, participating in cooperatives, fair trade projects and other initiatives that promote the well-being of both local and migrant communities, as well as such as working together with civil organizations, universities and NGOs to promote migrants' access to these productive projects, creating spaces that favor collaborative work and social integration. (Santiago, 2022).

As migration is a phenomenon not unique to Mexico, which transcends national borders, international cooperation becomes essential.

In relation to this context, the INM can strengthen transnational cooperation between countries of origin, transit and destination, which can be achieved through the creation of networks of transnational migrants that allow the exchange of resources and experiences, facilitating access to assistance, legal, information on labor rights and economic integration projects.

It could also have a relationship with other institutions in the countries of origin and transit, in order to promote more supportive migration policies that favor the integration of migrants in the SSE, so that migrants can participate in their country of origin as in the receiving country, with the aim of promoting its economic and social development in different contexts. (Rodríguez, 2020).

The INM can manage agreements at the national level with universities in Mexico, NGOs or international organizations, in order to create research projects and educational programs that raise awareness about the importance of the SSE in the integration of migrants. Where university students can carry out their Professional Residency, creating projects in training and education in cooperatives, economic self-management and other solidarity practices that favor migrants' access to inclusive labor markets.

This is so that the INM not only focuses on assisting migrants, but also promotes their autonomy and active integration in society and that, through the ESS, it facilitates the creation of life projects that allow migrants to be people of their own development and where the INM adopts an approach focused on human development, recognizing migrants as subjects of rights and as actors who can contribute significantly to collective well-being.

Future research

Within a historical context, the ownership of the means of production has become under inequality schemes, where capitalism is constituted through the dispossession of indigenous peoples, by losing ownership of the land and the means of production. Later, with neoliberalism, public services such as telephone and internet, savings and loans, and transportation, among others, were privatized;

The concept that Individuals are responsible for their well-being on their own merits and not to question the social, economic, non-productive structure of their environment was also supported.

The Nodes of the Social and Solidarity Economy (NODESS) try to mobilize the forces of the national educational system, on the other hand, solve specific collective needs and reinforce the context in which it is developed.

Each of the nodes is born, in the first instance as a free sum of wills where through a higher education institution, an SSE organization and in the third instance from the participation of civil society, a local government, and even private companies, which form alliances, in which the Social Organizations of the Social and Solidarity Economy (OSESS) detect the need that needs to be covered in their community, at this point the NODESS come in to support the OSESS and facilitate their access to the knowledge, as an entity that favors teaching and training and as a link to generate alliances to improve productive and administrative processes, business models, business strengthening and jointly seeks to generate the means of collective governance. In this sense, the SSE, through sustainable development strategies, is interested in generating economic stability in communities and reducing inequalities, and therefore migration.

Systemically, migration in Mexico, specifically that from rural communities abroad, generates remittances that drive the development of various regions of the country. In many cases, Social and Solidarity Economy organizations such as cooperatives have been formed with the use of these resources, which has allowed migrants to maintain a close link with their communities of origin, by supporting sustainable projects that promote local economic development.

Mexico has implemented two relevant social programs: Sowing life and Young people building the future, which in the first instance were created to strengthen development in rural areas and which were later implemented to mitigate the causes of migration and improve living conditions in places of origin, creating sustainable jobs.

Likewise, with the collaboration of the United States, a work visa system has been launched that would support the regularization of migration, which contributes to the orderly and safe access of migrants to formal jobs. In such a way that the local and national economy is also strengthened.

Conflict of interest

The authors declare no interest conflict. They have no known competing financial interests or personal relationships that could have appeared to influence the article reported in this article.

Authors contribution

Lara-Escamilla, Samuel: Contributed to the project idea, research method and technique, search statistical data on migration Mexican Population.

Nava-Pérez, María Teresa: Writing, conceptualization, search and compilation of public politics, and statistical data on migration Mexican Population on official sites of the Mexican government.

Hernández-Muñoz, Mónica Angélica: Search and compilation of statistical data on indicators related to the social and solidarity sector of the economy; and strategies for the integration of migrants into the SSE in Mexico

López-Cortés, Ana Mónica: Project administration, writing, review. Feasibility study of the integration of the ESS as a migration strategy

Availability of data and materials

All data and statistics are available on the official websites, as: INEGI, SEGOB, INAES, Mexican Migration Institute, issuance information of the 2022, Consular License Plates, Mexican Population in the United States, Monthly Bulletin of Migration Statistics 2024.

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Abbreviations

DOF	Official Immigration Journal
ESS	Social and Solidarity Economy

INAES	National Institute of Social Economy
INEGI	National Institute of Statistics and Geography
INM	National Migration Institute
LM	Immigration Law
NODESS	Nodes to Promote the Social and Solidarity Economy
OSSE	Organizations of The Social Sector of The Economy
SEGOB	Secretary of Government

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

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Customer satisfaction in their handicraft shopping experience. A study in the Camino Real de Campeche

Satisfacción del cliente en su experiencia de compra de artesanías. Un estudio en el Camino Real de Campeche

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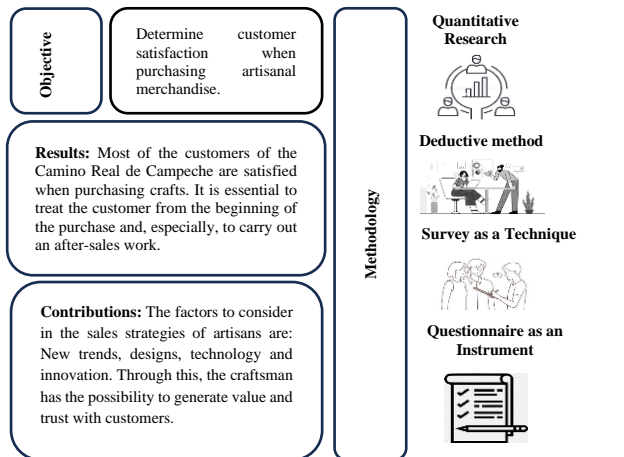


Abstract

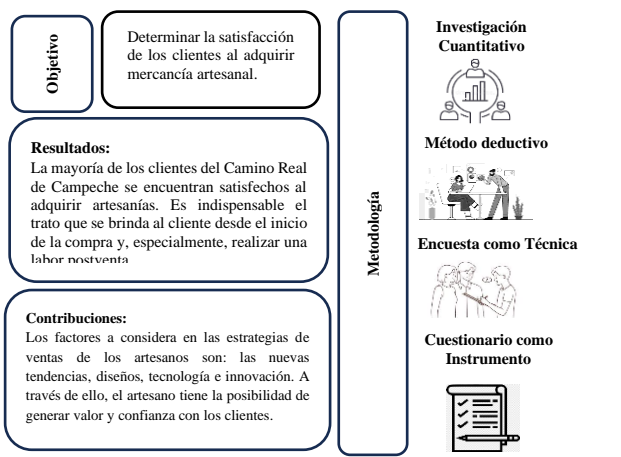
Due to new trends, designs, technology and innovation, the artisan has the possibility of generating value and trust with customers. In addition, it is crucial to detect the needs in the different markets and thereby generate buyer satisfaction. Customer satisfaction is very important because it can determine the success or failure of the business. The objective of this study is to determine customer satisfaction when purchasing handcrafted merchandise. The research is descriptive with a quantitative approach and a non-experimental-cross-sectional design. Regarding data collection, field research was carried out. The method is deductive, applying the survey technique and the questionnaire as an instrument. It can be observed that satisfaction does not only come from the physical product, but the treatment provided to the customer from the beginning of the purchase and, especially, carrying out post-sale work is also essential.

Resumen

Debido a las nuevas tendencias, diseños, tecnología e innovación, el artesano tiene la posibilidad de generar valor y confianza con los clientes. Además, es crucial para detectar las necesidades en los distintos mercados y con ello generar la satisfacción del comprador. La satisfacción de cliente es muy importante porque se puede determinar el éxito o fracaso del negocio. El objetivo de este estudio es determinar la satisfacción de los clientes al adquirir mercancía artesanal. La investigación es descriptiva con enfoque cuantitativo y diseño no experimental-transversal. En cuanto a la recopilación de datos, se realizó una investigación de campo. El método es deductivo aplicando la técnica de la encuesta y el cuestionario como instrumento. Se puede observar que la satisfacción no sólo proviene del producto físico, sino que también es indispensable el trato que se brinda al cliente desde el inicio de la compra y, especialmente, realizar una labor postventa.



Handcraft, Camino Real de Campeche, e-commerce, customer satisfaction, digital



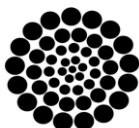
Artesanía, Camino Real de Campeche, e-commerce, satisfacción del cliente, mercadotecnia digital

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Introduction

Importance of handicrafts

Customer satisfaction when buying a handmade product can be an extraordinary and profound experience. These products offer a personal and authentic connection with the process of creation, generating originality, quality, support for the local economy and above all culture. This activity is also a source of pride for those who work and demonstrate their creativity, as well as fulfilling their obligations at home, in the countryside and in society.

The state of Campeche conserves a great diversity of handicrafts, an activity that is in decline due to the low remuneration obtained from it. Despite this, the different pieces made are so important and influential for tourism that they have been preserved to this day ([Hernández et al., 2007](#)). The different beliefs and traditions should be treasured so that they continue to leave their legacy and these products continue to prevail.

The production of local items is considered as their identity for artisans, in which they are introduced into market dynamics of buying and selling where manual production and the use of natural raw materials prevail, distinguished by the use of traditional techniques and forms of creation that include cultural, artistic, traditional and significant elements for the artisan producer ([Navarro, 2016](#)).

Under the customer approach, if a business makes its product or service very attractive, its sales opportunities increase significantly. Although good customer service can be offered by any type of business.

A clear example is MSMEs (micro, medium and medium-sized enterprises) which have a unique potential that can often stand out compared to large companies. Among their advantages are flexibility, innovation and a close relationship with customers. MSMEs can serve customers without bureaucratic ties and corporate policies that tend to impede staff initiative ([Martín & Núñez, 2006](#)).

Service quality and its relationship with customer satisfaction and loyalty are very important aspects in the operation of small and medium-sized enterprises (SMEs), as they occupy a preponderant place in the economy of both emerging and developed countries ([Ferreira-de-Araújo et al., 2019](#)), representing more than half of formal employment worldwide, and contribute on average 50 % and 60 % of gross domestic product (GDP) in the member countries of the Organisation for Economic Co-operation and Development ([OECD, 2018](#)).

Situation of the craft sector in Mexico

According to research by Saligan et al. (2017), the artisanal sector is not exempt from problems such as discrimination due to their indigenous origin, the poverty in which most artisans live, the scarcity of government support, the low remuneration for their artisanal products and industrialised competition, as well as the precarious recognition of their work. Added to this is the lack of knowledge in digital business techniques and personal finance.

According to Ávila (2022), haggling affects up to 30% of artisans' earnings, which prevents them from covering their costs and recovering their investment. In addition, they feel that their work is not valued and face difficulties in maintaining the viability of their business. And in the face of constant changes in the world, markets are increasingly evolving and globalising ([Benítez, 2009](#)). This positions artisans and craft businesses to face complicated challenges such as producing on the basis of effectiveness, which entails assimilating new technologies and commercial challenges.

For this author, the authenticity of products is a particular issue that requires attention, as it is necessary to offer the customer a shopping experience that goes beyond a simple commercial exchange. It is not just about producing handicrafts for the sake of producing handicrafts, but always identifying the needs, tastes and expectations of the customer.

Customer satisfaction

As mentioned by Shafi et al. (2021), customer attitude and perception must be known as indispensable elements for increasing handicraft sales.

To achieve full customer satisfaction is a prerequisite to gain a place in the customer's mind and thus in the current target market (Thompson, 2005, as cited in Regalado *et al.*). Therefore, keeping each customer satisfied has become one of the main objectives of all functional areas (production, finance, human resources, etc.) of successful companies. It is important that both marketers and all people working in a company or organisation know the benefits of achieving customer satisfaction. For Armstrong and Kotler (2013), more than any other business function, marketing is about customers as it creates value and satisfaction for them.

In every venture, even in the artisanal one, the behaviour of the consumer must be observed, who issues an opinion according to the environment surrounding the organisation, creating a judgement regarding the product (Irala & Ramos, 2022). If a business wishes to progress, it must strive to satisfy needs and create desires in the consumer (Montesdeoca *et al.*, 2019).

The Royal Spanish Academy [RAE](n.d.) defines a consumer as a person who purchases consumer products or uses certain services. From a marketing perspective, it is the person who uses or acquires a good thinking about satisfying their needs, while consumer purchases are greatly influenced by cultural, social, personal and psychological characteristics (Kotler & Armstrong, 2012).

Quality, satisfaction and customer loyalty

Service quality is an option for companies to gain a unique advantage over their competitors, regardless of the line of business or services they offer (Shah *et al.*, 2018). Service quality is understood as the gap between customer expectations (what they want) and their perceptions (what they get) after receiving a service (Jain & Aggarwal, 2017).

On the other hand, when a company meets customer expectations, satisfaction is consolidated, but when a customer is in a state of satisfaction and tends to make another purchase again, loyalty is created (Ahrholdt *et al.*, 2017). Similarly, customer satisfaction and loyalty have a strong link to each other.

Measuring satisfaction

For Wilton & Nicosia (1986), current models consider satisfaction as a dynamic variable because it is conceived as a process of interactions between the organisation and the customer (Alves & Raposo, 2004). Thus, Anderson and Vikas (2000) point out that the customer satisfaction index 'consists of measuring the quality of goods and services at the moment that individuals consume that product or service' (p. 107). For Anderson *et al.* (1994), this overall satisfaction is the perception that customers take with them at the time of purchase and throughout their stay with the company.

Measuring customer satisfaction in other contexts

The measurement of customer satisfaction is addressed in various fields. Filiolle (1986) studies user satisfaction in non-profit service institutions, such as municipal libraries and museums. Other studies, but in the field of public universities, include the work carried out by Pinard and Savard (1996), in which they applied surveys that allowed them to observe the behaviour of their users.

According to Prados-Peña *et al.* (2022), academic studies on consumer behaviour are scarce and empirical studies are even less common. However, the figure of the consumer is considered significant because all production and marketing efforts should focus on satisfying their needs and expectations.

Research objectives

The objectives of this research are:

1. To identify customer satisfaction when purchasing handicraft merchandise on the Camino Real in Campeche, an area where handicrafts are a very important activity. This is why this topic is so important, as there is not much information on the subject in this area.

2. Determine the reasons for the acquisition of handicraft products that allow to increase the competitiveness of businesses to offer a quality service and focus on continuous improvement and customer safety, as well as to encourage other artisans to create a competitive advantage to sustain and improve their position in the environment and direct their efforts to achieve the satisfaction of the customer and the artisan himself/herself.
3. Suggest strategies to improve their sales.

Limitations and delimitations

The present work had the following limitations: (1) the lack of previous studies on the subject in the geographical context studied; (2) difficult access to data from the participants to analyse their information; (3) finally, lack of access to the Internet in some communities.

In terms of delimitations, handicraft clients were studied. In addition, the study was carried out in the months of July-August 2024, in the municipalities of Tenabo, Hecelchakán and Calkiní, in the area known as Camino Real de Campeche.

Finally, we found the relationship between customer satisfaction with previous experiences and quality, the importance of sending updates to maintain contact with the customer, the relevance of technology in boosting artisanal businesses and improving their position in the environment.

Materials and methods

Scope and design

This research is descriptive in scope with a quantitative approach and a non-experimental design, as variables were not deliberately manipulated. Furthermore, it is cross-sectional, due to the fact that it collects data at a single moment and time (Hernández-Sampieri & Mendoza, 2018). In terms of data collection, field research was carried out. The method is deductive applying the survey technique, with the questionnaire as an instrument.

Population and sample

A population of 500 customers was determined, calculating a sample of 218, with 95% reliability and 5% error to whom a questionnaire was applied by Google Forms in different parts of the area under study, which was shared through social networks, student groups, to buyers in different places where handicrafts are sold and to national and international tourists who purchase these items in different places where they are marketed.

Of the 218 surveys applied by Google Forms, a total of 100 customers responded in person in the study municipalities, with 25 in Tenabo, 32 in Hecelchakán and 43 in Calkiní.

The formula proposed by Spiegel and Stephens (2009) was used and is presented in Figure 1.

Box 1

$$n = \frac{NZ^2 pq}{d^2 (N - 1) + Z^2 pq}$$

Figure 1

Sample size calculation (Spiegel & Stephens, 2009).

Where:

n = SAMPLE SIZE

N = population size

Z = critical Z value, calculated from tables of the area under the normal curve. Also called confidence level. In the study it is 95%, thus Z=1.96

p = approximate proportion of the study phenomenon in the reference population q = proportion of the reference population without the study phenomenon (1 -p). In the study, p=q=0.5 since pq, which is the binomial variance, is the widest.

d= estimation error (from 5 to 10%). We worked with 5%.

Characteristic for consumers:

People who have purchased any handicrafts from the region during the study period.

Instrument and procedure

The questionnaire was elaborated in two sections.

The first included locality, municipality, age, gender and schooling. The second section measured the variables of satisfaction and quality of service, obtaining a total of 15 questions, three of which were Likert scale and 12 of which were multiple choice. The questionnaire was validated by three experts with specialisations in Social Entrepreneurship, Doctorate in Strategic Analysis and Sustainable Development and, finally, Doctorate in Strategic Management and Development Policies.

In order to collect the information, a planning was made according to the sample of consumers to be surveyed and the survey was carried out in the municipalities under study. The questionnaires were administered by the authors of this research. The following activities were carried out:

1. The link was shared via social networks and student groups.
2. The responses obtained via the networks were verified and the dates for the journey, the locality and the work routes were established.
3. With the number of consumers to be surveyed in person, visits were scheduled to Calkiní, Hecelchakán and Tenabo to have direct contact with the customers closest to the artisans.
4. Questionnaires were administered in these towns to obtain the necessary information according to the previously scheduled dates.

Plan for the analysis of the information

For the analysis of the quantitative information, Excel utilities and the IBM-SPSS statistical programme were used. This was used to analyse the variables of satisfaction and quality of service. For the analysis of the information collected, the following table was used to interpret the weighted averages of the responses:

Box 2

Table 1	
Weighted averages of Likert-scale responses.	
1 a 1.49	Totally Dissatisfied
1.5 a 2.49	Dissatisfied
2.5 a 3.49	More or less satisfied
3.5 a 4.49	Satisfied
4.5 a 5	Fully satisfied

Source: Own elaboration

Results

The results are shown below:

Figure 2 shows that more than half (57%) of those who buy handicrafts are women.

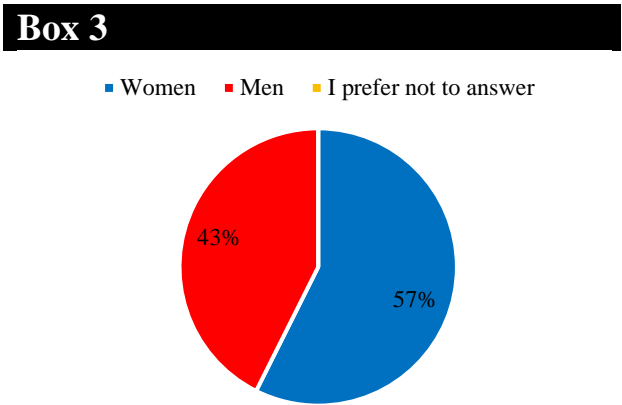


Figure 2
Gender of clients
Source: Own Elaboration

As can be seen in Figure 3, the most purchased types of handicrafts are embroidery (82%), followed by jipi-japa or weaving fibre items (59%), and finally wooden objects (38%).

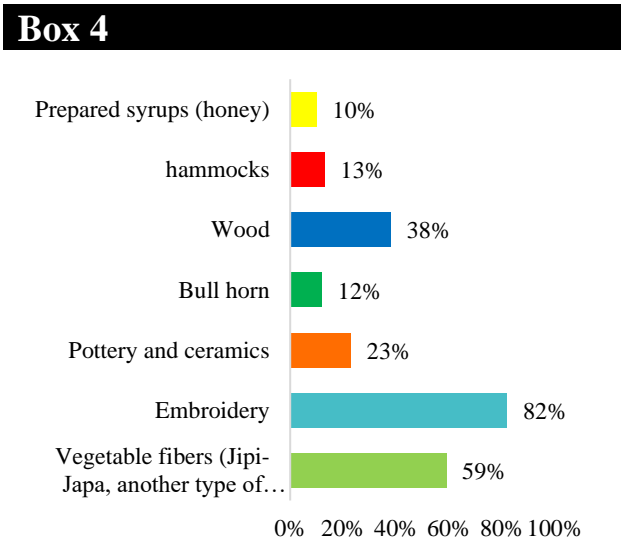


Figure 3
Types of handicrafts purchased by the customer
Source: Own Elaboration.

In Figure 4, the majority are fully satisfied (58%), while 39% are satisfied. However, 3% are more or less satisfied. The weighted average for satisfaction is 4.5, which corresponds to fully satisfied according to Figure 2.

Box 5

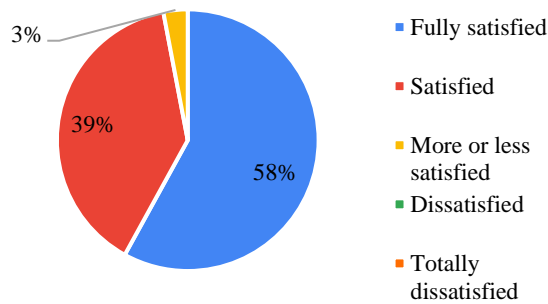


Figure 4
Satisfaction when purchasing a handicraft
Source: Own Elaboration

According to Figure 5, it can be seen that the majority of consumers are not frequent customers, with 76% being tourists.

Box 6

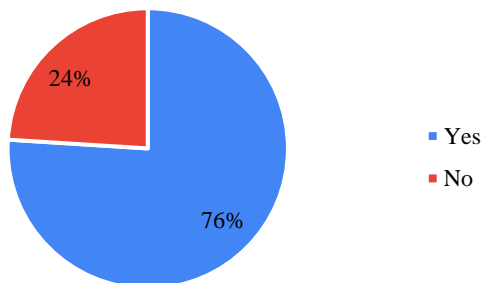


Figure 5
Frequent customer
Source: Own Elaboration

As can be seen in Figure 6, the reasons why crafts have been purchased most often are for creativity (62%), followed by support for the local economy (60%) and finally, for the quality of the items offered. (38%).

Box 7

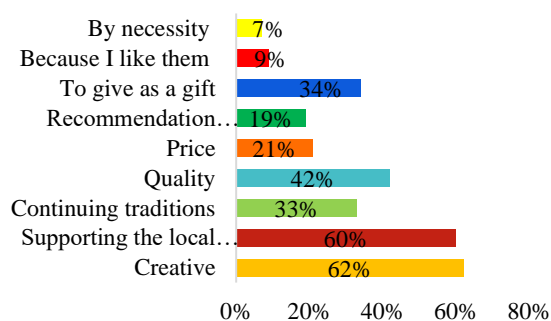


Figure 6
Reason for purchasing handicrafts
Source: Own Elaboration

In Figure 7, it can be said that the factors that stand out in influencing the purchase of a handicraft are previous experiences (52%), followed by the quality of the products (45%), then reviews and testimonials (42%). The importance of designs and creativity is also highlighted. This means that factors associated with the quality of the experience (previous experience, quality, as well as reviews and testimonials) are more important than those associated with technical aspects such as design, sizes and offers.

Box 8

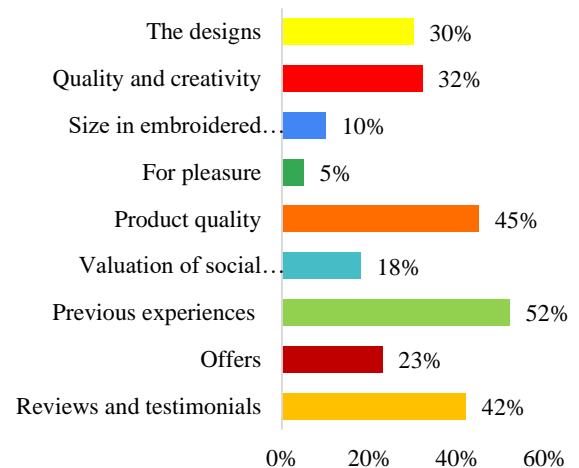


Figure 7
Gender Factors influencing the purchase decision
Source: Own Elaboration

According to Figure 8, among the customer's suggestions to the artisan to improve their products are the designs (70%), followed by the option of the specialised (59%), followed by advertising (45%), which they require in order for their products to reach new markets and places.

Box 9

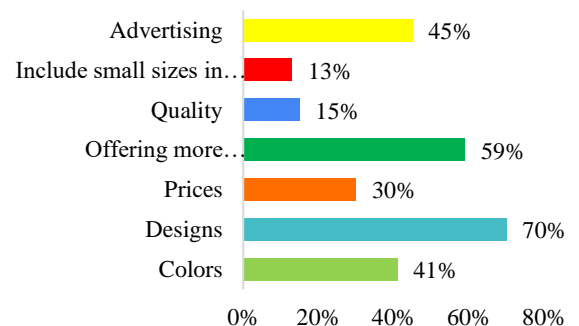


Figure 8
Suggestions from the client to the artisan to improve their products and services
Source: Own elaboration

Figure 9 shows how customers became aware of the artisanal products. Seventy per cent responded that they came across them on their way while visiting the region, followed by recommendations (60%), followed by social networks (59%) in which the artisan participates and which the customers share. Only 8% of the artisans have a website, and 7% make phone calls.

This means that there is a need to invest more in advertising, especially through digital media, so that more customers seek out the businesses rather than finding them on the road.

Box 10

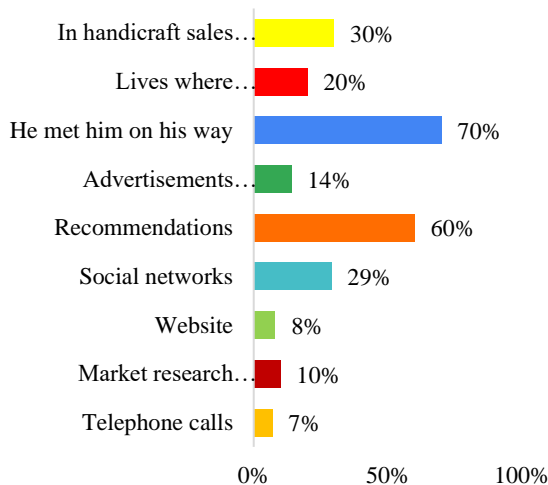


Figure 9

How did you learn about craft products in the region?

Source: Own Elaboration

In Figure 10, 84% have not made any purchases via social media or websites, while the remaining percentage (16%) have purchased at least one item via social media.

Box 11

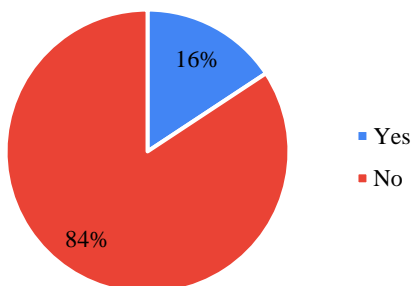


Figure 10

Purchase through a network or website

Source: Own Elaboration

According to Figure 11, the places where most people have made their last purchase of handicrafts are at fairs and exhibitions (45%), followed by the artisan's home (22%), as well as at the tourist parador and handicraft houses (10%). This means that the customer buys because he/she encounters the business, not because he/she knows about it in advance

Box 12

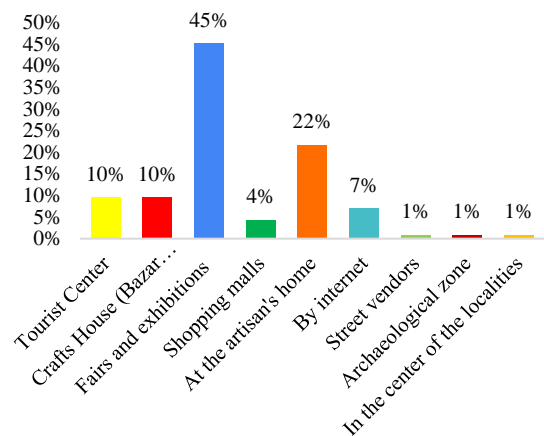


Figure 11

Place where the last purchase of handicrafts was made

Source: Own Elaboration

Figure 12 shows that the majority prefer to receive updates via social media (78%), followed by other means such as text messages and app notifications (7%). However, 4% are not interested in being notified or receiving exclusive offers.

Box 13

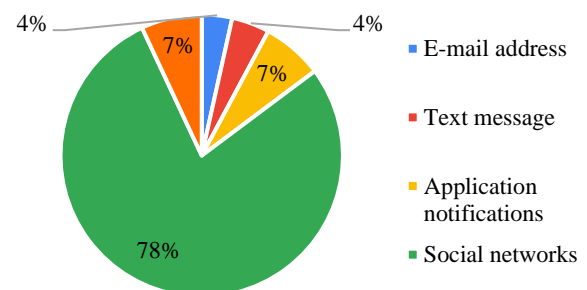


Figure 12

Preferred means of receiving updates and exclusive offers

Source: Own Elaboration

With respect to Figure 13, it can be seen that 99% of buyers have not had any problems or displeasure with the handicraft products.

Box 14

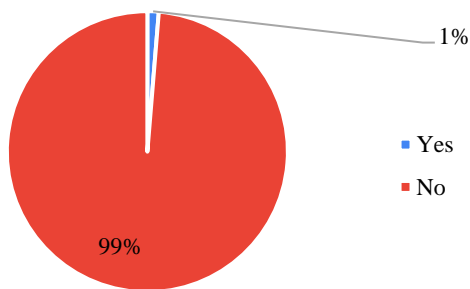


Figure 13

Problems with the artisanal product

Source: Own Elaboration

In Figure 14, 75% suggested creating marketing strategies such as e-commerce, integrating digital technology (60%), creating actions for training programmes and having a marketing plan (45%).

Box 15



Figure 14

Suggested actions for artisans to undertake in their handicraft businesses

Source: Own Elaboration

Discussion

The majority of customers at Camino Real in Campeche are satisfied when purchasing handicrafts (58%), which equals 4.5 in the weighting in Figure 2, compared to micro-businesses in the Mérida commissariat in the state of Yucatán, where there is customer dissatisfaction (at -1.167) when purchasing wooden handicrafts. In addition, unmotivated employees do not strive to make customers feel cared for and satisfied (Guatzozón-Maldonado et al., 2020).

According to the results in Figure 7, it can be observed that quality is among the top three reasons why handicrafts are purchased in Camino Real, so artisans focus a lot on offering exceptional products.

Social media has become a very important marketing channel, especially during the SARS-CoV-2 pandemic, when it played a key role in the survival and growth of millions of businesses (Heredia et al., 2022). Despite this, only 42% of small and medium-sized enterprises in Mexico found it necessary to sell their products online as a measure to keep their operations active, which represented a significant technological advance for this sector (Guarneros, 2021). However, of the customers in the municipalities of Tenabo, Hecelchakán and Calkiní, 84% have not made any purchase through social networks or websites, i.e. only 16% have obtained an item through these means.

For Ayón et al. (2021), applying digital marketing is a tool that influences customers. Despite its impact, it is not used as an advertising strategy. However, in a study applied in Ecuador (Montesdeoca et al., 2019), it is possible to observe the similarity with the results of low sales made through networks (16%) compared to Camino Real. Likewise, 84% of the businesses have a technological deficit by not implementing digital marketing in the study municipalities, which is compared with the results obtained in the businesses of Cantón Jipi Japa (Ecuador), where 89% are unaware of this tool.

In terms of the factors that most influence the shopping experience, these are experiential rather than technical. Also that the customer ‘meets’ the producers and products instead of looking for them (receptive selling), which suggests an increase in marketing efforts, especially through digital media. For this, it is necessary to create marketing strategies such as e-commerce, the integration of technology and the creation of training programmes, coinciding with the study conducted by Concha et al. (2018) regarding the digital environment as a possible enhancer of the marketing of handicrafts. It would also be relevant to analyse, as a future line, the impact of the factors involved in digital purchasing and their incidence on the purchase decision of handicrafts in Mexico.

To further explore customer satisfaction, there are several directions of future research that could be carried out. One is to analyse customer satisfaction based on quality, although quality is generally recognised. Similarly, in established businesses, one could examine employees and investigate the relationship of job satisfaction and productivity.

Conclusions

From the results of the study, it can be seen that customers are satisfied with the handicrafts they have purchased. The main reasons for purchase are previous experiences, quality, testimonials from others who have purchased and the designs.

The different strategies to be considered in order to increase sales of the handicraft items and to continue the enterprise are e-commerce through the implementation of technology and digital marketing. In order to do this, marketing policies have to be set: the company's profits, the consumer's wishes and the interests of society.

Although these tools are used by very few artisans, it was found that most of the customers of Camino Real de Campeche are satisfied when purchasing handicrafts, due to previous experiences and the quality of the product offered.

It is necessary to maintain contact with customers, participate in craft and trade fairs as exhibitors so that the artisan is motivated and has a space to sell their products, because creativity is one of the main reasons why tourists buy their works.

Gaining customer loyalty is not easy work, but it is necessary to adapt to the new conditions, for which it is important that artisans are trained.

Consumers' expectations can be observed, which is an opportunity to optimise services through the above mentioned strategies, in order to improve their economic and social situation and to prevail in the market.

Declarations

Conflict of interest

The authors declare that they have no conflicts of interest. They have no competing financial interests or personal relationships that could get in the way of the article.

Authors' contribution

Sosa-Dzul, Viviana de los Angeles: project idea, documentary research and fieldwork.

López Ponce, María Eugenia: documentary research, discussion, conclusion and general supervision.

Barroso-Tanoira, Francisco Gerardo: methodology, data processing, discussion, conclusion and general supervision.

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Abbreviations

- MSMEs Micro, medium and medium-sized enterprises.
- OECD Organisation for Economic Co-operation and Development.
- RAE The Royal Spanish Academy.

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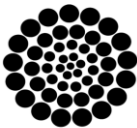
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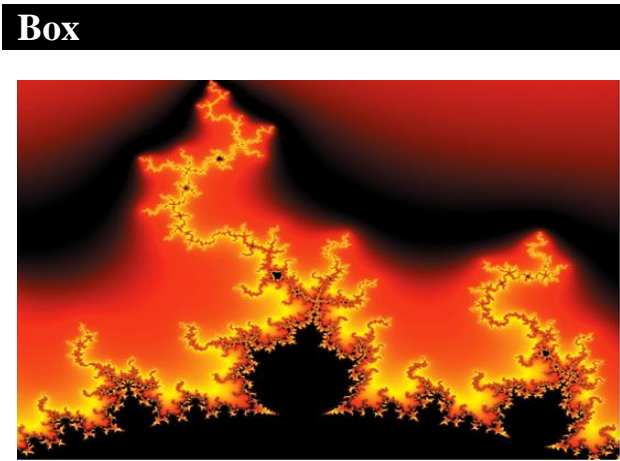


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