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Presentation of the Content

In the first article we present, *Training Needs in Mypes managers in Izúcar de Matamoros* by PÉREZ-ROSAS, Leonardo, with adscription at the, Universidad Tecnológica de Izúcar de Matamoros, as following article we present, *Degree of application of social responsibility by gender and age and educational level of the owners of the Mypes in Chihuahua City* by ANCHONDO-CHAVARRÍA, Guadalupe, PRIETO-GARCÍA, Brenda, GONZALEZ-VALVERDE, Vivian Gabriela and TINTORILARA, Manuel, with adscription at the, Universidad Tecnológica de Chihuahua, as following article we present, *Influence of work motivation on the performance of employees in a public Company* by BUELNA-PENÚÑURI, Ramiro Arnoldo, CASTRO-ESPINO, Ana Paz, VALDEZ-PINEDA, Dina Ivonne and ORTEGA-ARRIOLA, Jorge, with adscription at the, Instituto Tecnológico de Sonora, as the last article we present, *Monthly Workshops: The Importance of Practice in the Professional Development of Students* by GONZÁLEZ-GARZA, Erick Arturo, AGUILAR-PACHECANO, Gloria Leticia, CASTILLO-GONZÁLEZ, Arianna Iveth and VÁZQUEZ-LOREDO, Perla Lizeth, with adscription at the, Universidad Tecnológica Cadereyta.

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Training Needs in Mypes managers in Izúcar de Matamoros

Necesidades de capacitación en gerentes de Mypes en Izúcar de Matamoros

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Abstract

Training is an important factor for the growth of companies. It has been written about the training and preparation of the workers but little has been addressed about the training of the employer himself or the managers of the organizations. The objective of this research was to identify training needs of managers of micro and small companies in the municipality of Izúcar de Matamoros, Puebla, a city of interest for being the location of the Technological University of the same name. It is a quantitative, cross-sectional and descriptive investigation. A questionnaire with 12 items with a Likert-type scale and multiple choice was applied. It was observed that 88% of those surveyed have not taken training or only sometimes, this because they do not know training companies and because they consider that this is expensive. They also highlight important findings on the topics in which they consider they need to be updated. With this, it was detected that there is a potential market for the University to offer training courses for entrepreneurs through the modality of training or continuing education. Thus contributing to the permanence of Mypes in the market and to the economic development of the region.

Training, Mypes, Managers

Resumen

La capacitación es un factor importante para el crecimiento de las empresas. Se ha escrito sobre el entrenamiento y preparación de los trabajadores pero poco se ha abordado sobre la capacitación del propio empresario o gerente de la organización. El objetivo de esta investigación es identificar necesidades de capacitación que tienen los gerentes de micro y pequeñas empresas en el municipio de Izúcar de Matamoros, Puebla, ciudad de interés por ser la ubicación de la Universidad Tecnológica del mismo nombre. Se trata de una investigación cuantitativa, transversal y descriptiva. Se aplicó un cuestionario con 12 ítems con escala tipo likert y de opción múltiple. Se observó que el 88% de los encuestados no han tomado capacitación o solo algunas veces, esto porque no conocen empresas de capacitación y porque consideran que esta es cara. Destacan también hallazgos importantes sobre los temas en que consideran necesitan actualizarse. Con ello se detectó que existe mercado potencial para que la Universidad pueda ofertar cursos de capacitación para empresarios a través de la modalidad de formación o educación continua. Contribuyendo así a la permanencia de las Mypes en el mercado y al desarrollo económico de la región.

Capacitación, Mypes, Gerentes

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Introduction

Training needs assessments are a useful tool to identify areas of opportunity in the performance of employees in any organisation. They are important for decision making regarding the actions to be taken to correct the lack of knowledge or skills of people. A training needs assessment is defined as a strategy to find out the gaps in knowledge, skills, attitudes and habits that staff need to satisfy in order to perform in a given position (Reza Trosino, 2006)

Generally, a training needs assessment is applied to workers in middle and operative positions; it is difficult to talk about assessments of managers or owners of companies. In this sense, the existing literature on training is focused one hundred percent on the company's employees.

The research question arises from this fact: do managers of micro and small enterprises (hereafter referred to as MSEs) have training needs? And what are these needs?

The hypothesis is that managers of MSEs have specific training needs, mainly in business administration.

The objective of the research is to identify the training needs of managers of MSEs in the city of Izúcar de Matamoros, in order to design and offer training courses in the form of continuing education by the Technological University of Izúcar de Matamoros, thus contributing to the development and permanence of economic entities in this city.

Izúcar de Matamoros is a municipality in the state of Puebla, where there are 5,656 companies (INEGI, 2022), of which 99% are MSEs. This study only looked at the urban area or city of the same name, where 83% of the municipality's MSEs are concentrated, i.e. 4,716 companies, 45% of which are in the commerce sector.

The importance of knowing the needs of the managers or owners of the MSEs with respect to their own training lies in the support that the University can give them through courses for the growth or permanence of the business in the market and to be competitive in the face of the challenges of the environment.

Theoretical framework

In the theoretical review of the subject of training, we found that it is approached from the point of view of its application to workers, in the Federal Labour Law, article 153-B, which states that the purpose of training is to prepare newly hired workers or others interested in occupying vacancies or newly created positions (Cámara de Diputados, 2021). Accordingly, the aim is to get workers to fill new positions through training.

Authors such as Franco Castro et.al (2018) describe training as a systematic process that modifies the worker's behaviour to achieve organisational objectives, seeks to improve the employee's performance through knowledge and skills, as well as morale and creative ingenuity. It also makes an important distinction between training and education, where the former seeks to develop skills mainly for work, while the latter promotes the development of knowledge and intellect.

Training is about giving new or active employees basic skills to perform their jobs. (Dessler & Varela Juarez, 2017)

Training ranges from reading instruction to advanced leadership topics, categorised into basic skills training, technical skills training, interpersonal skills, problem-solving skills, courtesy training and ethics training. (Judge & Robbins, 2017)

It is important to consider that managers of organisations must have certain characteristics that allow them to develop their business, some of these are divided into personal skills such as: development of self-knowledge, stress management, creative problem solving, as well as interpersonal skills that include communication relations, motivation of others, conflict management, as well as group skills such as teamwork, leadership and communication. (Whetten & Cameron, 2016)

Literature review

Recent research on training in micro, small and medium-sized enterprises emphasises the importance of diagnosing the strengths and weaknesses of managers in terms of their skills in order to detect areas of opportunity that can be solved through training.

In an investigation carried out in Mypes in the city of Manzanillo, Colima, it is reported that the managers of these companies have strengths in skills such as problem solving, coaching, delegation, teamwork and leadership, but they also found weaknesses in conflict management, communication and motivation, so they need training in these areas. (Vazquez Zamudio, Cancino Uribe , Perez Romero, & Delgadillo Partida, 2022)

Bermúdez (2015) points out that many microentrepreneurs guide their businesses and learn empirically, based on mistakes and experiences over time, and finds that one limitation is the lack of knowledge about the operation of their businesses. He also mentions that the micro-entrepreneur considers training necessary but is not willing to pay for it.

Acosta A. et.al (2004) conclude that training in small and medium-sized enterprises focuses on workers in areas that improve productivity and not on training for managers. They also indicate that a large number of small and medium-sized industries manage the training of managers internally, with little participation of universities, which represents an opportunity for them to sign collaboration agreements and design training programmes for managers.

Other research mentions that employers do not have a training culture in their employees and in themselves, which results in an opportunity for universities to strengthen the training culture in the companies in their area of influence (Quevedo Batista, Ruiz Lopez, Antonio Vidaña, & Muñoz Palacios, 2017)

In studies on training specifically in women entrepreneurs, it is noted that a factor that limits the development of their companies is training, they are aware of the importance of training but have not implemented programmes in their companies and only take courses to solve short-term operational problems, requesting in this case the intervention of authorities with the implementation of training programmes for women entrepreneurs. (Saavedra et.al., 2020).

Díaz *et. al.* (2021), consider that a determining factor in investment in training is the level of schooling of the entrepreneurs; those with a lower level of education reduce the value of training and investment in training, as opposed to those with a higher level of schooling.

On the other hand, there are actions being implemented by some universities to support the training of micro and small enterprises, such is the case of the strategy of developing informative radio capsules for micro and small entrepreneurs in the communities of the Sierra Juárez of Oaxaca, with topics previously identified as necessary for this sector, as entrepreneurs in this region are unaware of aspects that lead to the development, growth and consolidation of businesses (Trujillo, Martínez *et. al.* 2022).

Methodology to be developed

This is a quantitative, cross-sectional and descriptive research. A questionnaire was applied with 12 items with a likert scale and multiple choice. Divided into two dimensions: training needs and willingness to train. The sample consisted of 104 items, obtained through purposive sampling. The participants were selected through the University's contact with companies in the city.

Results

According to the instrument applied, the following results were obtained:

73% of the companies participating in the study are micro-enterprises. The bulk of the population under study is aged between 25 and 45 years. More than 50% are male managers. The dominant level of education is higher education, i.e. they have a university education.

As far as the age of the MSEs is concerned, most of them have been in business for more than 5 years. The managers of these enterprises are older than 35 years. And 51% of the companies participating in the study are in the commerce sector.

Regarding the question on how often managers take training courses, almost 50% say that they have never been trained, while 43% say that they have been trained sometimes. Thus, we note a low interest of the businessmen to update themselves in their area of work, only about 6% of the managers do it.

Two of the most common reasons for not taking training courses were that they do not know where to take training courses in the city of Izúcar de Matamoros, and the second most important reason was that they consider training to be expensive or that they could not afford it. Those who have taken training courses have done so through an instructor and most of them are looking for free courses.

When asked if they were willing to receive training, 69% of the participants said that they agreed or strongly agreed. The contrast in this case is that more than 50% are not willing to pay more than \$500.00 pesos, which is not attractive for a training company to offer its services.

With regard to the topics in which managers consider that they need training, in first place are sales and digital marketing, followed by accounting and tax courses. Those related to administration and office automation appear with fewer mentions.

An important point to consider in the questionnaire is the way or means by which managers would be willing to receive training. Therefore, an item related to the modality of training was included. In this case, 70% of the participants opted for face-to-face training.

Regarding the days and times when they could take courses, it is highlighted that they prefer to be trained on weekends (Saturday), in the morning or in the afternoon.

Thanks

We are grateful for the support of the Universidad Tecnológica de Izúcar de Matamoros in carrying out this research.

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This work has been funded by the Universidad Tecnológica de Izúcar de Matamoros.

Conclusions

As can be seen in the results of the study, there is no habit of the managers of the MSEs towards training; fewer of them have taken courses for the development of their enterprises. Despite the fact that most of the participants have a bachelor's degree, they manage the business only with the knowledge they have acquired.

The main reason why they do not train is because they do not know where to turn, this is understandable since in the city of Izúcar de Matamoros there are no companies or training centres, only independent instructors who do not have enough courses on offer. This represents an opportunity for the Technological University of Izúcar de Matamoros to offer training courses for managers of Mipes in the region, as indicated in the literature review, where some universities are undertaking actions to train entrepreneurs and their collaborators.

The University has facilities, staff, knowledge and experience in the design and delivery of training courses in different disciplines. It has administration and accounting degrees, whose teachers can act as instructors for courses in the economic-administrative and accounting areas.

Despite coming from a post-pandemic scenario, teleworking and online classes, the participating managers who are interested in training prefer the face-to-face modality. One of the advantages of this modality is that the participant has direct contact with the advisor, as well as the possibility of networking with business people in the same city.

The online modality is not ruled out because it represents another market niche with lower costs and greater benefits for the instructor. The University has the physical infrastructure such as classrooms and laboratories, as well as an online teaching platform to be able to offer this type of virtual courses at low cost.

As for the costs of the courses offered, according to the results of the research, they should be considerably low to be attractive to the manager, however, by offering certificates with curricular value and relevant content, a fair price can be set for the courses, also considering that the University does not seek to make a profit, but to provide a service to society.

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Degree of application of social responsibility by gender and age and educational level of the owners of the Mypes in Chihuahua City

Grado de aplicación de la responsabilidad social por sexo, edad y nivel académico de los dueños de las Mypes de la Cd. de Chihuahua

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Abstract

The present research has the objective to determine the degree of application of social responsibility in Micro and Small Enterprises (Mypes) in the city of Chihuahua, considering the variables of gender, age and academic level of the owners. For this investigation a quantitative method with a descriptive scope is employed, as this research seeks to specify the profiles (by gender and age) of Mypes owners in the city of Chihuahua and the degree of application of social responsibility in their companies. The design is cross-sectional. A random sample of 450 micro and small companies in the city is examined. The results allow gender and age to determine the degree of application of social responsibility in local businesses. This research has allowed us to determine the degree of social responsibility implemented in the companies of this city in relation to age, gender, and educational level. Among the findings, it was found that companies led by men and with a higher educational level are the ones where more social responsibility actions are implemented.

Social responsibility, Micro and small enterprises, Educational level

Resumen

La presente investigación tiene como objetivo determinar el grado de aplicación de la responsabilidad social en las Mypes de la ciudad de Chihuahua considerando las variables de género, edad y nivel académico de los dueños. Para la realización se emplea el método cuantitativo con un alcance descriptivo, ya que con esta investigación se busca especificar los perfiles (por sexo y edad) de los dueños de las Mypes de la ciudad de Chihuahua y el grado de aplicación de la responsabilidad social en sus empresas. El diseño es transversal. Se examinó una muestra aleatoria de 455 micro y pequeñas empresas de la ciudad. Los resultados permiten determinar si el género, la edad y el nivel educativo de los dueños de las Mypes influyen en el grado de aplicación de la responsabilidad social en las empresas de la localidad. Esta investigación permitió conocer el grado de responsabilidad social que se implementa en las empresas de esta ciudad en relación a edad, sexo y nivel académico. Dentro de los hallazgos se encuentra que las empresas lideradas por hombres y con mayor nivel académico es donde se implementan más acciones de responsabilidad social.

Responsabilidad social, Mypes, Nivel académico

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Introduction

In recent years, corporate social responsibility (CSR) has gained relevance in organisations, as society demands a greater ethical, social and human commitment to care for the environment. CSR is the voluntary contribution where companies implement strategies and business management systems that pursue a balance between economic, social and environmental dimensions. It is also conceptualised as social and environmental concerns in their business operations and with their stakeholders.

Social responsibility is not only about making profits but also about contributing to those involved in business so that they can address environmental problems and develop through ethical practices with all stakeholders: workers, customers, government, society and the environment.

The new stream of research is to measure the return on investment of all these policies, mainly in relation to corporate image, and to have high customer loyalty. However, there are currently companies that, despite the importance of CSR, do not apply it to the full extent.

In general terms, we can affirm that in recent years there are more companies that are socially responsible, as they promote and encourage a culture of responsible competitiveness that seeks the success of the business, also contributing to the wellbeing of society, generating a better working environment, greater loyalty and commitment among the staff.

This research analyses the degree of social responsibility applied in companies in the city of Chihuahua, in relation to gender, age and academic level.

The topics to be covered are the introduction, the literature review, the methodology to be developed, the hypothesis, results and conclusions.

Theoretical Framework Social Responsibility in SMEs

In the 1970s, CSR was conceptualised as a social obligation, which has to do with the procedures carried out by the company in response to market forces or legal constraints. On the other hand, Carroll designed CSR as a set of four main parts, which encompass the economic, legal, ethical and philanthropic expectations that society has of business at a given time.

In 1987, the concept of sustainable development appeared and contributed to a large extent to the evolution of the CSR theme. The term refers to development that meets needs without compromising the ability of future generations to meet their needs. This idea argued that companies should not negatively impact society through their production and business activities. By the 1990s, CSR began to be seen as a controlling factor, which allowed companies to address any harm caused to society (Martinez, 2013).

The definition of the Global Compact Network describes that a socially responsible organisation should design its strategies and procedures considering social, labour, environmental and human rights concerns (Sánchez, 2018).

This issue has been evolving, currently society perceives companies differently to those that do carry out CSR actions compared to those that do not. This perspective has changed, due to social changes in the environment, the increased globalisation of markets, social and environmental problems, making entrepreneurs think about implementing strategies in this management. Also from this, various experts have made contributions that contribute to the definition and operationalisation of CSR (Fong, 2019).

Although CSR is inherent to the company, it has recently become a way of management and doing business, in which the company ensures that its operations are economically, socially and environmentally sustainable, recognising the interests of the different groups with which it relates and seeking the preservation of the environment and the sustainability of future generations (Fong, 2019).

Both small and large companies (mainly large ones) have put in place corporate social responsibility policies and actions with which they have obtained a source of benefits, mainly in terms of a better corporate image, which in turn reduces the risk of public opposition against their operations, also helps to retain customers, and facilitates entry into new markets with higher demands (Santander 2021).

The implementation of ISO

ISO 26000 is an ISO International Standard that provides guidance on social responsibility. It was created in 2005 to meet the needs of various business audiences, such as internal and external customers, associations and the general public, without neglecting the demands of globalisation. This standard was designed to be applied by any organisation, both public and private, in all countries, regardless of their level of economic development.

ISO 26000 helps organisations to comply responsibly with an increasingly demanding society.

It is important to stress that a business is not only sustainable by providing products or services that satisfy the market, but must also do so with respect for the environment, operating in a socially responsible manner. This forces companies to rethink that success must be based on good practices that include respect for workers by not falling into labour exploitation.

The International Standard ISO 26000 provides guidance on social responsibility (SR) based on seven core subjects: organisational governance, human rights, labour practices, environment, fair operating practices, consumer affairs, active participation and community development. (International Organization for Standardization, 2010).

Culture of social responsibility in Mexico

More and more organisations now firmly believe in CSR as a management practice, forming part of their planning and management practice, forming part of their planning and guiding action in different situations and contexts.

Organisational culture is an aspect that has been important for some time now. It is recognised as a fundamental part of human social, political and economic life, due to its importance in helping to understand and interpret phenomena such as the development of a company or the economic progress of a territory or country.

The different attitudes of business leaders and the management theories disseminated by business schools are important. The quality management models of the 20th century facilitated the path of CSR by proposing that a successful company is one that takes care of the satisfaction and well-being of its employees, as well as care for the environment. However, the way many companies in Mexico think about CSR is to comply with activities as an obligation and not as a benefit, not even as a competitive advantage, and not even as a matter of conviction. This characteristic responds to an impression of "theft" or "plundering" by their own country. Companies say they appreciate that they are obliged to give back through CSR part of what they already own and have earned over time through long and hard work. Therefore, it is possible to maintain as a hypothesis that in the social imaginary there would be an anti-corporate sentiment due to this alleged plunder (Fong, 2019).

Benefits of implementing CSR in MSMEs

Most of the companies in Mexico are small, which represent 99% of the total number of companies in the country, which is why in social terms, their social contribution is of utmost importance.

Engaging in CSR brings several benefits for both small and large companies, such as creating alliances where they contribute to the betterment of society. It is becoming more and more evident that an actor can really make an impact, because resources are more limited.

According to Christensen, Hail and Leuz (2019) implementing RES helps to generate a greater financial benefit to companies, allowing them to maintaining CSR practices indefinitely or sustainably. The analysis of CSR in Mexico is considered relevant, as it could generate certainty about the profile of the companies that carry out this practice, and about the way in which these are concentrated within strategic management.

Research has confirmed that companies that work with RES can reduce operational risks and thus preserve financial performance.

Companies with this commitment are more likely to disclose their CSR activities to the market and therefore be more transparent. Because of this transparency, risk management can help to reduce financial, social or environmental shocks which influence the company's cash flows, thus making financial constraint less severe and allowing easier access to financial markets.

It is also true that many companies end up applying CSR on high financial metrics, which can deviate from the real commitment.

It is mentioned that CSR acts have arisen by companies on a voluntary basis, however, the lack of strict and mandatory regulations have caused certain companies to use these activities for their own reputation building purposes without implementing a real CSR model. As a consequence, when investors discover that CSR is not well implemented in companies, they penalise them as fake (Christensen, H. 2021).

Social responsibility in the Mypes of Chihuahua

The MSEs in the city of Chihuahua are representative of the state's economy, belonging mainly to sectors such as domestic industry, export manufacturing, construction, commerce, services and mining. Their first responsibility is economic, they need to be profitable, in order to be 100% sustainable and thus generate social and environmental impacts (Fong, 2019).

Chihuahua entrepreneurs comment that they work on social programmes on an individual basis, as the government does not have the capacity to address the issue in a precise manner as it does in other countries; that is why the participation of entrepreneurs in the issue is important, even if there is no support.

However, the opinion of some leaders is that there is a lack of commitment and seriousness in addressing social needs so that the majority of MSMEs are more involved in the issue (Martínez, 2013).

In the state, the topic of Social Responsibility is not widely spread among small and medium-sized companies, and the companies that carry out community benefit and environmental conservation actions are only a few large companies, which through their strategic planning and operation mechanisms must apply strategies to care for the environment. Therefore, the sector and size of the company definitely have an influence on whether a company exercises social responsibility effectively. In small companies there is not as such a culture of implementing sustainability strategies in comparison to large companies.

Although it has been mentioned that small companies are the least involved in the issue, there is an advance (never in comparison with first world countries) in terms of implementing actions to improve the knowledge of the stakeholders with whom the company interacts, for example, the relationship with employees, communication mechanisms, performance evaluation, suppliers, relationship with shareholders and customers and community development. In Chihuahua there is a push and desire from business chambers, civil society and government to improve schemes and encourage stakeholder participation to make companies more socially responsible with the community (Sapién, Piñón, Gutiérrez, 2018).

Methodology to be developed Statement of the problem

Every day there is a growing demand from social groups for companies to commit to the environment and to adopt and implement Corporate Social Responsibility strategies and guidelines. In addition, they should adopt values of honesty, transparency, equality, commitment to the community, equity and concern for social responsibility. The objective of the study is to determine the degree of application of social responsibility in MSEs in Chihuahua City by gender, age and academic level of the business owners.

Hypothesis

H1: The degree of application of social responsibility is higher in companies run by men than in companies run by women.

H2: CSR is applied more in enterprises run by entrepreneurs under 30 years of age.

H3: Entrepreneurs with a higher degree of academic studies have a higher degree of CSR implementation.

A cross-sectional quantitative study was carried out, based on a field study that had as its main source of information a survey of a representative sample of microenterprises in the city of Chihuahua. The sample was stratified random, taking as strata a single enterprise size from 2 to 50 workers. A sample of 455 MSEs in Chihuahua City was used, given a population of 37,454 economic units in the municipality of Chihuahua (DENUE, 2020), and using the sample size formula for proportion analysis - we considered a value of $p=50%$, to obtain the largest sample with a reliability of 95% and an error of 5%.

The results are part of Relayn's annual research and the variables analysed were taken from the questionnaire proposed by Posada, Aguilar and Peña (2020). For the present study, gender, age, level of education and CSR are analysed.

With regard to CSR, there are 14 items with a 5-point Likert-type scale.

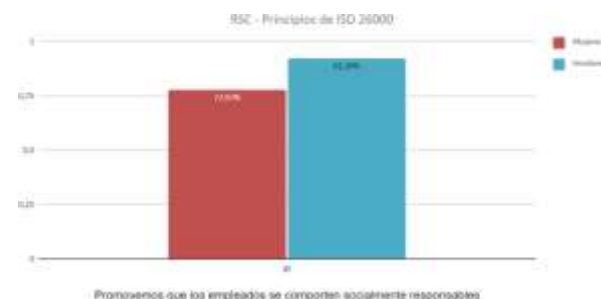
Results

The data analysed allow us to identify that 89% of the male owners of small and medium-sized enterprises (MSEs) look after the wellbeing of their workers, listening to their needs, providing them with a safe needs, providing them with a safe environment, access to health services and a balanced personal life; in comparison with 78% of women owners of this type of enterprise.



Graph 1 Comparison by gender with respect to "ISO 26000 issues" variable: employee welfare
Source: Own Elaboration

With regard to promoting socially responsible employee behaviour, the results show a significant difference between men and women, as can be seen in graph 2, which shows that 92.3% of men do promote this action, as opposed to 77.9% of women who also do so.



Graph 2 Comparison by gender with respect to "ISO 26000 Principles" variable: socially responsible behaviour of workers
Source: Own Elaboration

Table 1 shows the chi-square and chi-square analysis, which allows us to find a significant difference between these variables.

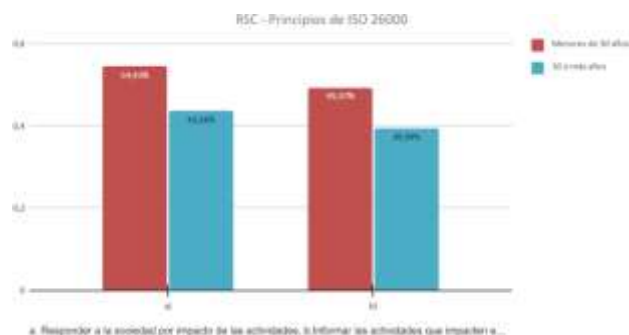
Sex vs Social Responsibility			
	chi calculated at	chi table	Significant difference
[33c. In my company we strive for the well-being of workers, listening to their needs, providing them with a safe environment, access to health services and a balanced personal life. balanced personal life]"	15,4264 1595	9,487729 037	if there is
[34g. In my company we encourage employees to behave in a socially responsible way]" [34g. socially responsible]"	20,9495 368	9,487729 037	if there is

Table 1 Difference in crossing the variables "sex and social responsibility" based on the calculated chi and chi table analysis

Source: Own Elaboration

Graph 3 shows the relationship between age and social responsibility. The analysis shows that there is a significant difference of 10.94%, highlighting that 47.5% of entrepreneurs under the age of 47.5% are more involved in preventing pollution and the production of waste that impacts on the environment by trying to recycle, as opposed to 36.56% of entrepreneurs over this age.

Regarding the application of ISO 26000 principles, there is a significant difference in aspects related to "being willing to be accountable to society for their activities" and "being willing to publicise their activities", with a higher percentage in entrepreneurs under 30 years of age. The results are shown in graph 3 (b).



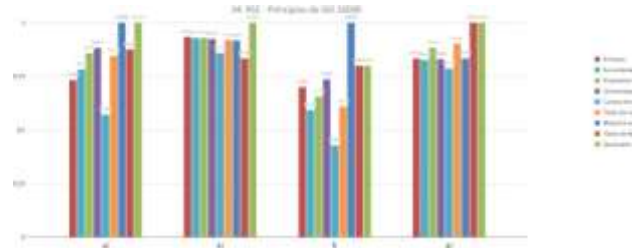
Graph 3 Comparative by age with respect to "ISO 26000 Principles" variable: socially responsible behaviour of workers
Source: Own Elaboration

Table 2 presents the chi-square and chi-square table analysis, which allows us to find significant differences significant difference between the variables "age and social responsibility".

Age vs Social Responsibility			
	chi calculated at	chi table	Significant difference
[33b. In my company we try to prevent pollution and the production of waste that impacts the environment, and we try to recycle and care for the environment. the environment])")	10,3186 8538	9,48772 9037	if there is
[34a. In my company, we are willing to be accountable to society for the impact of our activities. our activities])")	9,73214 5012	9,48772 9037	if there is
[34b. Where required, my company is willing to disclose our activities, particularly those that could impact society. society])")	11,8676 3166	9,48772 9037	if there is

Table 2 Difference in crossing variables "age and social responsibility" based on calculated chi and chi table analysis
Source: Own Elaboration

With regard to the academic level, it is interesting to see how social responsibility increases with the level of education. Entrepreneurs with Master's and PhD degrees are 100% in agreement with the implementation of social responsibility actions. Graph 4 shows this result and table 3 shows the analysis between chi-square and chi-square.



Graph 4 Comparison by academic level with respect to "Principles of ISO 26000"
Source: Own Elaboration

Academic level vs Social Responsibility			
	chi calculated at	chi table	Significant difference
[34a. In my company, we are willing to be accountable to society for the impact of our activities. our activities])")	47,86978 676	46,194259 52	if there is
[34e. In my company, we try to abide by all that regulations and laws require us to do. we are obliged to do])")	47,44789 707	46,194259 52	if there is
[34f. In my company we try to respect international standards of behaviour. international standards of behaviour])")	47,35081 807	46,194259 52	if there is
[34g. In my company we encourage employees to behave in a socially responsible manner.	61,53368 596	46,194259 52	if there is

Table 3 Difference in crossing the variables "academic level and social responsibility" based on the calculated chi and chi table analysis
Source: Own Elaboration

Derived from the above it is concluded that:

H1: The degree of application of social responsibility is higher in companies managed by men than in companies managed by women. It is accepted.

H2: CSR is applied more in companies run by entrepreneurs under 30 years of age. Accepted.

Finally, H3: Entrepreneurs with a higher degree of academic studies have a higher degree of CSR application. Accepted.

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Conclusions

CSR requires a profound change in companies, society and government to reduce environmental deterioration, the efficient and responsible use of resources, to generate actions that increase the value of companies, reduce the impact on climate change and improve the quality of life of society.

The results of this research have allowed us to know the degree of application of CSR in the Mypes in Chihuahua, where we observed that male entrepreneurs, with a higher level of education, are concerned about the welfare of their employees and seek to meet their needs by providing a safe environment, access to medical services and try to develop actions in the handling of their materials in an environmentally responsible manner. With regard to age, those under 30 are more willing to implement CSR actions.

Companies today need to work with CSR management strategies, in a change in the business mentality that allows them to have competitive advantages and continuity in the long term. Every day, society demands more respect for the environment and the community from companies, which must assume responsible and voluntary corporate behaviour that generates an impact on the public around them.

CSR is still incipient in the Mypes of the city of Chihuahua, which is why we must work from different areas such as: government, business chambers, schools and society as a whole, in order to educate ourselves on issues of environmental care. Knowledge of the communities and all social problems will allow companies to develop communication strategies in CSR among their internal and external audiences.

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Influence of work motivation on the performance of employees in a public company**Influencia de la motivación laboral en el desempeño de los empleados en una empresa pública**

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Abstract

The objective of this research is to know if there is an influence of work motivation on the performance of its workers. An investigation was carried out on the concepts related to the subject of study, in which indications are reported that there is no motivation towards employees, which generates low performance. The importance of carrying out the study, the beneficiaries and the impact it could have for future research are mentioned. The research presented is of a quantitative type with a cross-sectional design and an instrument was applied through a non-probabilistic sampling for convenience to the company. The procedure that was carried out to obtain results was to request permission and authorization from the organization. Subsequently, a survey was applied in Google Forms to 100 collaborators, sent by WhatsApp. With SPSS, α and graphs of results were obtained; the most significant questions were: Do you instruct the trained personnel in the new processes? (70% agree), (23% disagree) and (7% indifferent); Does the pension they receive grant security in the future (60% agree), (23% disagree) and (17% indifferent). In conclusion, the company under study shows favorable results and can improve its organizational culture.

Work motivation, Performance, Influence

Resumen

La presente investigación tiene como el objetivo de conocer si existe influencia de la motivación laboral en el rendimiento de sus trabajadores. Se realizó una investigación sobre los conceptos relacionados al tema de estudio, en el cual se reportan indicios de que no existe una motivación hacia los empleados lo cual genera un bajo rendimiento. Se menciona la importancia de realizar el estudio, los beneficiados y el impacto que podría tener para futuras investigaciones. La investigación presentada es de tipo cuantitativa con diseño transversal y se aplicó un instrumento a través de un muestreo no probabilístico por conveniencia a la empresa. El procedimiento que se llevó a cabo para la obtención de resultados fue solicitar permiso y autorización a la organización. Posteriormente se aplicó una encuesta en Google Forms a 100 colaboradores, enviada por WhatsApp. Con SPSS se obtuvo α y gráficas de resultados; las preguntas más significativas fueron ¿instruye al personal con capacitación en los nuevos procesos? (70% de acuerdo), (23% desacuerdo) y (7% indiferente); ¿la pensión que reciben otorga seguridad en un futuro (60% estar de acuerdo), (23% en desacuerdo) y (17% indiferente). En conclusión, la empresa en estudio muestra resultados favorables y puede mejorar su cultura organizacional.

Motivación laboral, Desempeño, Influencia

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Introduction

Nowadays, significant changes have taken place as a consequence of globalisation in the different economic activities, with economic, social, cultural and technological changes, affecting people's quality of life, human relations and the bond that the employee forms with the company in which he/she works. In this context, work motivation is one of the most important aspects to consider in order to obtain better organisational results.

Background

Globalisation has brought to the lives of human beings the convenience of having everything at the click of a button; this is undoubtedly a great help nowadays because with the technological advances that are developing at great speed, everything has been evolving. These changes would not be possible without the services that are consumed, and the demand for them. In 2017, according to research by De Jesús Almonte and Carbajal (2017) the service sector accounted for 75% of employment for some of the countries of Europe, Japan, Australia, New Zealand, and New Zealand, nine out of every ten new jobs are generated in the service sector.

More than a decade ago, in Mexico, the tertiary sector exceeded secondary sector activities in terms of GDP. They also contributed 60 per cent of aggregate output, while the secondary sector only contributed 30 per cent. Consequently, it constituted a major employment generator with 25% according to the work done by Flores et al. (2013). In Sonora, the tertiary sector has been in constant change, which is related to industrial production.

According to information published by the Municipal Government of Cajeme (2019), this municipality is characterised for being an important point in terms of economy and knowledge society, which has been the result of following a strategy and a model of economic development of its own, which has brought benefits such as the presence of opportunities and quality of life for the inhabitants by generating their products and services in a place that is attractive for investment and job creation. Rivas et al. (2018) refer that having motivated members of a company has a direct correlation in terms of satisfaction, interpersonal relationships and work environment.

This means that, having these three points aligned, it will be easier to achieve objectives that are necessary for the company and at the same time the worker will be benefiting.

Another study carried out was that of Hernandez et al. (2018) with the aim of analysing whether work motivation has an impact on work performance, the number of workers in the workplace that was studied was 29 workers from different areas such as cashier, cleaning, sales, etc. And it was applied to nine of them who were working that day giving as a result that there is an impact in terms of work performance and that this is increased when they receive training and reward with incentives. Huilcapi et al. (2017) affirms that employees acquire greater responsibility towards the company, an improvement in productivity, a greater sense of creativity that makes it easier to resolve stressful situations or high work demands, no staff turnover, among others when they are motivated.

An interesting analysis developed by Bohórquez et al. (2020) where the results obtained regarding motivation and work performance as a key factor for an organisation were: 25% of the workers surveyed feel dissatisfied with physiological needs, there are 35% of workers who feel the need to be able to guide other people and 35% of workers who would like to have equity in the allocation of resources and rewards compared to other co-workers.

While it is almost impossible to eradicate demotivation and job dissatisfaction within all organisations in Mexico, alternatives are being implemented that do not affect company budgets and that help to improve motivation and thus performance, called the "emotional wage" Espinoza and Toscano (2020) which are flexible working hours, social benefits, organisational climate. It can be described as those actions or facilities that the company gives to the worker and in itself does not generate a great cost or loss for the company, but it does manage to make a change in the worker, who feels "rewarded". With this alternative, the company saves resources and at the same time the worker can feel motivated to carry out his tasks, because he knows that he will be taken into account when he needs special leave.

Against this background, motivation plays an indispensable role in our daily lives, as many of the achievements of human beings are thanks to it. Just as it is of utmost importance in everyday life, it is of great value in people's working lives. Although each worker has different needs, it is important that each company seeks to know how to motivate its employees, obviously not everything will be focused on an individual level, but the majority should specialise in how to reward everyone, even if it is not in the same way, and there does not necessarily have to be a salary remuneration.

The worker by its nature will always seek motivation, and will always be looking to improve their quality of life, which is why some of the most important organisations worldwide, pays close attention to this part of the company that is the human capital, as it knows that if its staff is motivated in the activities it performs, together the company will achieve better results.

Another example is that of Adams (2013), who applied a survey to 230,000 employees in 142 countries, of which 87% worldwide feel totally disconnected from the place where they work and consequently are less unproductive, with Mexico having only 12% of workers satisfied with their jobs, and Mexico is one of the countries in which most people emigrate, as they are not well paid, recognised and almost never have the opportunities to grow in the labour market. Considering the above, the following question arises:

How does work motivation influence the performance of employees in the distribution area of a public utility company?

Undoubtedly, all companies should give due importance to finding solutions that help to increase the work motivation of their employees, it is something that should be an objective and should be raised and worked on, not only so that the company achieves its goals and continues to move forward, but also to seek the common good for all members of the organisation. Nowadays, organisations face the problem of having unmotivated, indifferent, apathetic employees who lack a sense of belonging to the place where they work. It is vitally important to pay attention to this need for correction, because, as stated in the background, it does have an important impact on work performance.

It is vital to understand that motivation is not only about raising salaries, but goes beyond that, it is about making the employee feel supported, that he/she is important and that he/she belongs to the company. Sometimes it is taken for granted that the employee knows this, and in the vast majority of cases this is not the case. That is why it is important to recognise all that human capital contributes to the benefit of the organisation, as it is the most important asset that we have. As reaffirmed by Chóez and Vélez (2021), work motivation is of vital importance for the achievement of an organisation's objectives.

Work motivation and productivity are two variables that go hand in hand, affecting both the worker and the company. The present study is carried out due to the importance of human capital for the achievement of the objectives of a company, as well as to know for certain whether work motivation influences the productivity or work performance of the members of an organisation.

Without this study, companies would not have access to information that could help them to improve their strategies to address work motivation and to know the main causes that originate them and which they should pay attention to, in order to optimally achieve the objectives set and to have an ideal working environment for everyone in the company. Therefore, by carrying out this research, we seek to benefit:

- The companies with the information from this study can take it as a parameter to be able to carry out an investigation in their organisation and be able to measure how their employees are motivated, if they have a relationship that negatively influences the two variables that are presented, which are motivation and work performance, and thus seek solutions that do not affect either the worker or the objectives of the companies.
- This study is useful for future research considering the variables of motivation and work performance, taking into account that the sample was applied to workers in a public service company.

- By correctly knowing the worker's needs, they will be one of the main beneficiaries, since the worker who feels a sense of belonging to the company generates greater productivity, satisfaction, positivism, and positivity.

In consideration of the above, the purpose of this study is: to identify the influence that exists between work motivation in relation to employee performance in order to improve the results of a public service company in Ciudad Obregón, Sonora.

Work motivation theories

The expectancy theory is attributed to Victor Vroom cited by Marulanda et al. (2014). In this theory, motivation is shown to be supported by three types of relationships, which are: the expectation and consequently that what is performed will bring about a result, the attractiveness of achieving the results and the belief that the performance will become the desired result. Also, the motivational factors mentioned above are closely related to the acceptance of co-workers, the interaction with supervisors and bosses, the tasks assigned, as well as the decision making and importance that the individual has in the organisation.

One of the main theories is the Hierarchy of Needs by Maslow, Veytia and Contreras (2007) in which the five levels of needs are: physiological, safety, social, esteem and self-fulfilment. These needs are found according to the proposed order. The first need can only be realised after the previous one has been fulfilled and satisfied. This in conclusion generates the satisfaction of the person and is a form of motivation for the human being.

The goal setting theory for Molina (2000) is based on an action with intention. In this people choose which goals go hand in hand with their satisfaction, because as we know, all human beings have different needs. When goals are accepted, goals that can be considered "difficult" test job performance, as opposed to goals that are "easy" or simply not there. Also to be effective people must have the ability to perform tasks and be committed to achieving them.

Herzberg's theory of Motivation and Hygiene as defined by Madero (2019) is related to two factors which are motivational and hygienic. The first are considered to be those that have to do with the environment and their presence in itself does not lead to motivation, but the fact of not having them does cause dissatisfaction. They are called hygienic as they are the minimum essential conditions. The factors focused on motivation are those that are related to a task in itself, and their absence may not cause dissatisfaction, but their presence can lead the person to a higher level of feeling fulfilled, fulfilled and motivated to carry out the corresponding activities or tasks.

The theories that are presented have things in common, and they all seek to make the worker feel fulfilled, either by covering physical or emotional needs that have an impact on labour issues. Each company can take different theories and adapt them as they see fit and as they benefit both the worker and the organisation's goals.

Equity theory (1963-1965) was proposed by J. Stacey Adams, who argues that individuals compare their inputs (skills, education, experience, effort) and the product of their work (earnings, rewards, benefits) with those of others as they assess whether they are fair. Once they make this assessment, individuals react in order to eliminate any injustice or inequity (Varela, 2013).

Types of motivation

For Uliaque (2021), intrinsic motivation arises from within the human being and is driven by the need for exploration, experimentation, curiosity and manipulation, which are created as motivational behaviours. In simpler words, this predisposes the person to make an effort to achieve his or her objective or goal. As a result of this type of motivation, experiences, feelings of efficacy and mastery of the task are achieved.

For its part, Santander Universities (2021) in its section on scholarships defines extrinsic work motivation as the actions taken by an employee to achieve an external reward.

Importance of work motivation

For Rivas (2018), work motivation can be called the process that directs the human being to achieve something, such as a goal. That is why it is important for organisations to pay attention to what causes or stimulates them to achieve the objectives and that the result will be higher productivity, as well as employees satisfied with their performance and with a sense of belonging. Companies should look for and study the qualities of each of the collaborators, so that each one is in the ideal workplace according to his or her abilities, and thus avoid demotivation in the future.

Relationship between performance and work motivation

Reátegui (2017) states that motivation is of vital importance for each worker to carry out their corresponding activities, and thus have feedback from employees about how they feel and this is reflected in their performance. The relationship between the motivation variable and performance as mentioned by the author, most of the time has to do with the worker's job, and whether it is suitable for him or not, and also has an impact on the variables company policy, organisational culture and work environment, if all of the above is positive, that favours development and allows them to get the best out of them, and at the same time, they feel satisfied in achieving their goals, personal and work aspirations.

Dimension 1 - work motivation

As mentioned by Gorbaneff et al. (2009) cited by (Town et al., 2004) incentive is the total reward, which encompasses both financial and non-financial aspects, conditional on the measurement of the outcome of a job. Wages according to Morales (2008) are the rewards that employees receive for fulfilling the tasks assigned to them in their area of work. Training has been described by numerous authors, for Chiavenato (2009) it is the strategic process in which employees are systematically instructed and in which they acquire skills that are in accordance with the position in which they carry out their activities. It is part of the Human Resources area, and with the implementation of training the employee can progress at work, and the company benefits from the knowledge acquired by the employee to achieve objectives and goals.

Dimension 2 - labour performance

Labour productivity is defined by Castro et al. (2017) as the result of the influence of several factors that have an impact on the employees of an organisation. Among the main elements that play a determining role for worker productivity are: Innovation, training, increased knowledge about the activities performed, technologies to be used, appropriate organisational climate.

The term "product" is described by Ruiz (2001) as anything that can satisfy a need. Services are for Sanchez et al. (2016) the result of intangible activities in which a consumer and a supplier are involved, the main objective being to satisfy customer needs.

Performance according to Ruiton (2019) are all those results or behaviours that are directly linked to the achievement of goals or strategies within an organisation. To obtain the optimal performance of employees, it is important to take into account elements such as: organisational communication, leadership, teamwork, negotiation and organisational culture.

Models of human performance

The following is a brief description of some of the main models that are used for analysis and improvement developed by Bernárdez (2006).

- The model focused on individual performance is often the one that supervisors rely on when detecting problems in individual performance and is the most common when looking for improvement options. For this type of situation, Gilbert's model identifies seven factors that should be analysed when the performance of one or more employees needs to be improved. Some of the questions to be asked to understand the underlying problem are: clear standards, feedback, task support, incentives, knowledge, competence, individual capability and context.

- The process- and organisation-centred model adds the study of dimensions related to organisational processes, team functions and individual performance. Rummler's theory considers that there are three levels for analysing the context: Organisational level, processes, job level and people in relation to four external components: Society, customers, market, investors or shareholders.
- The Performance Architecture model proposed by Addison and Johnson where the cultural dimension is considered a fundamental element. The four cultural dimensions are: values, vision, beliefs and management practices and are conditioned by four key performance factors: motivation, environment, structure and learning. In each case of individual performance the levels of competence are recognised as knowledge and skills. The levels of confidence are those of achievement, behaviour, attitude and contribution indicating which type of intervention will be selected Encinas and Buelna (2011).

With these models described above, the aim is to give an idea of the main existing models that help organisations to improve the performance of their collaborators, in order to be able to meet the proposed objectives and at the same time make each worker feel satisfied and motivated in the activities they carry out.

Methodology

The proposed research is quantitative with a cross-sectional design, since the aim is to achieve the previously stated objective through the analysis of the information collected.

A sample of 100 workers from a public distribution services company in Ciudad Obregón participated in the study, who were selected through non-probabilistic convenience sampling. The demographic characteristics of the research participants are presented below (see Table 1).

Socio-demographic characteristics	f	%
Gender		
Male	89	89%
Female	11	11%
Ages		
20 – 30 years	13	13%
31 – 41 years	48	48%
42 – 52 years	35	35%
53 – 63 years	4	4%
Positions held		
Administrative Assistant	16	16%
Commercial Assistant	18	18%
Technical Assistant	5	5%
Electrician	5	5%
Head of Department	1	1%
Office Manager	1	1%
Lineman	21	21%
Maneuverer	1	1%
Commercial Clerk	5	5%
Distribution Operation III	28	28%
Department of assignment		
Administration	13	13%
Distribution Control Centre	5	5%
Commercial	22	22%
Lines and Networks	23	23%
Metering	24	24%
Planning	9	9%
Substations	4	4%
Institutional working time		
1 year - 5 years	21	21%
6 years-10 years	14	14%
11 years-15 years	32	32%
16 years - 20 years	22	22%
21 years - 25 years	8	8%
26 years - 30 years	3	3%
31 years and over	-	-

Table 1 Socio-demographic characteristics of the research participants (n = 100)

Source: Own Elaboration

The instrument used (see appendix A) is a survey that was adapted from the research conducted by Burga & Wiese (2018) and was applied to administrative staff of an agro-industrial company using a Likert scale from one to five where (1) is totally disagree, (2) disagree, (3) Indifferent, (4) Agree and (5) Totally agree. The work motivation variable has four dimensions which are: Incentives, Wages, Training, and Interpersonal Relations and 15 items, while the Work Performance dimension includes three dimensions: Productivity, Products or Services, and Performance and 13 items. For the collection of information for this study, the Google Forms platform was used, where the form was created and the respondents answered via WhatsApp, the tool used to answer the instrument.

The IBM SPSS tool was used for data processing, to analyse and process the data obtained from the instrument applied to the workers of the company to be studied. It was also found that the total Cronbach's alpha of the instrument is .915 and for each variable a Cronbach's alpha was obtained for work motivation of .800 and for work performance of .922. For the dimensions corresponding to the work motivation variable, alphas range from .705 to .809 and for the dimensions corresponding to the work performance variable, alphas range from .702 to .891.

Results

In the present investigation the results of the survey applied to the workers of the Public Company of Services of the area of Distribution in Cd. Obregón, Sonora are presented, who had the best disposition to collaborate to be able to know the influence that plays the labour motivation in the performance of the collaborators and on the basis of these results to look for the improvement of the processes and to have tools that allow to improve the performance of the involved ones. The variables that were the subject of the study were: Work Motivation and Performance.

According to Valera (2013), incentives are techniques that are considered rewards that a worker achieves by obtaining the expected results and these can be economic, non-economic and mixed (see Table 2).

Incentive questions	(1)*	(2)	(3)	(4)	(5)
1. You get rewards when you work well.	---	58%	22%	20%	---
2. Promotions in your institution are made fairly and impartially.	---	49%	17%	34%	---
3. The pension I will receive in this job gives me security in the future.	---	60%	17%	23%	---
Average/percentage per dimension:	---	55.6%	18.6%	25.6%	---

Table 2 Questions of the incentives dimension

Source: Own Elaboration as a result of the data analysis. * (1) Strongly agree; (2) Agree; (3) Indifferent; (4) Disagree; (5) Strongly disagree.

According to Morales (2008), salaries are the rewards that employees receive for fulfilling the tasks assigned to them in their area of work (see Table 3).

Wages and benefits questions	(1)*	(2)	(3)	(4)	(5)
1. I am satisfied with my salary.	---	78%	12%	10%	---
2. The per diem payment is fair.	---	73%	18%	9%	---
3. The remuneration I receive is commensurate with the work I do.	---	79%	8%	13%	---
4. There is fairness in the payment of remuneration for all employees of the institution.	---	70%	14%	16%	---
Average/percentage per dimension:	---	75%	11%	12%	---

Table 3 Wages and benefits dimension questions

Source: Own Elaboration as a result of the data analysis. * (1) Strongly agree; (2) Agree; (3) Indifferent; (4) Disagree; (5) Strongly disagree.

According to Chiavenato (2009), training is the strategic process in which employees are systematically instructed and in which they acquire skills in accordance with the position in which they carry out their activities. Human resources must have the knowledge, skills and attitudes to achieve better performance in their activities (see Table 4).

Training questions	(1)*	(2)	(3)	(4)	(5)
1. You have received training in the last year in the new processes of the institution.	---	70%	7%	23%	---
2. My job provides me with opportunities to develop my professional career.	---	69%	19%	12%	---
3. I receive the necessary training to perform my job properly.	---	83%	10%	7%	---
4. With the training I receive I meet my objectives.	---	89%	7%	4%	---
Average/percentage per dimension:	---	77.7%	10.7%	11.5%	---

Table 4 Empowerment dimension questions

Source: Own Elaboration as a result of the data analysis. * (1) Strongly agree; (2) Agree; (3) Indifferent; (4) Disagree; (5) Strongly disagree.

Interpersonal relationships as mentioned by Hancoo et al. (2021). play a vital role in an organisation, since the interaction that workers have within it, making it clear that they will not always think in the same way, they will have different ideas, perceptions, formations, and even with all these points they must comply with their activities, to achieve the objectives of the company (see Table 5).

International relations questions	(1)*	(2)	(3)	(4)	(5)
1. I feel part of a working team.	---	88%	7%	5%	---
2. There is support among colleagues for the achievement of objectives.	---	88%	7%	5%	---
3. There is good communication between the staff.	---	83%	14%	3%	---
4. The relationship between co-workers is good.	---	91%	7%	2%	---
Average/percentage per dimension:	---	87.5%	8.7%	3.7%	---

Table 5 Questions of the interpersonal relations dimension
 Source: Own Elaboration as a result of the data analysis. * (1) Strongly agree; (2) Agree; (3) Indifferent; (4) Disagree; (5) Strongly disagree.

Productivity is defined by Fontalvo et al. (2018) as the process in which activities and elements intervene to achieve a result, i.e., when improvements are made, they translate into the fact that, using fewer or the same resources, the same or better results can be achieved, either in terms of products and services (see Table 6).

Productivity dimension questions	(1)*	(2)	(3)	(4)	(5)
1. My job performance is currently good.	---	95%	4%	1%	---
2. The rewards I receive are commensurate with my productivity.	---	74%	14%	12%	---
3. I receive feedback on how I am performing my job.	---	75%	16%	9%	---
4. You feel that the desired results are achieved in your department.	---	96%	3%	1%	---
Average/percentage per dimension:	---	85%	9.2%	5.7%	---

Table 6 Productivity dimension questions
 Source: Own Elaboration as a result of the data analysis. * (1) Strongly agree; (2) Agree; (3) Indifferent; (4) Disagree; (5) Strongly disagree.

The term "product" is described by Ruiz (2001) as anything that can satisfy a need. For a manufacturer it is a physical and chemical element that offers another the possibility to use it. For Lovelock & Wirtz (2009) services are for economic activities that are offered from one party to another, which generally use time-based performances to obtain desired results in the recipients themselves, in objects or in other goods for which the buyers are responsible (see Table 7).

Product or service dimension questions	(1)*	(2)	(3)	(4)	(5)
1. I have a high degree of responsibility for the tasks I perform.	---	93%	5%	2%	---
2. The work I do is worthy of my person.	---	90%	0%	10%	---
3. I feel that full service is provided to the user.	---	86%	7%	7%	---
4. The services we offer are of high quality.	---	84%	11%	5%	---
Average/percentage per dimension:	---	88.2%	5.7%	6%	---

Table 7 Product or service dimension questions
 Source: Own Elaboration as a result of the data analysis. * (1) Strongly agree; (2) Agree; (3) Indifferent; (4) Disagree; (5) Strongly disagree.

Performance according to Ruiton (2019) is all those outcomes or behaviours that are directly linked to the achievement of goals or strategies within an organisation. To obtain the optimal performance of employees, it is important to take into account elements such as: organisational communication, leadership, teamwork, negotiation and organisational culture (see Table 8).

Performance dimension questions	(1)*	(2)	(3)	(4)	(5)
1. The productive activity of our institution is well appreciated by our users.	---	66%	16%	18%	---
2. My job requires me to carry out a variety of activities.	---	90%	6%	4%	---
3. The service I provide makes me feel useful and capable.	---	94%	6%	0%	---
4. This job offers me opportunities to learn new skills	---	81%	7%	12%	---
5. Performance is measured on an individual basis.	---	78%	15%	7%	---
Average/percentage per dimension:	---	81.8%	10%	8.2%	---

Table 8 Performance dimension questions
 Source: Own Elaboration as a result of the data analysis. * (1) Strongly agree; (2) Agree; (3) Indifferent; (4) Disagree; (5) Strongly disagree.

Conclusions

In conclusion, motivation is what moves human beings, as well as people who carry out an activity in a job, so it is of utmost importance that companies pay attention to the incentives that will be given to motivate employees, as this can make the difference when it comes to achieving results.

Companies should bear in mind that a good employee-employer relationship is in most cases the basis for the success of the company. If the company is concerned about meeting the needs of the employee, the employee will be able to create the sense of belonging that many need and the organisation should have different types of incentives, as all employees have different needs and therefore not all have the same incentives.

At the end of the research it can be seen that in the vast majority of the backgrounds that were studied, there is a correlation between work motivation and performance, which is proven by this research, and which can be either positive or negative depending on how much attention is paid to it. It can also be verified that in general terms the company has a healthy work motivation and that it is directly reflected in the performance, remembering that if the worker acquires a sense of belonging, it will be reflected in most cases in his productivity, performance, attitude, etc. Likewise, in all the dimensions that were studied, there are areas of opportunity for improvement that will be discussed later in the recommendations.

Recommendations

Incentives Dimension

- Use what is related to the "Emotional Salary", which are non-financial rewards that help to satisfy the needs of the employee, such as flexible working hours, teleworking, days off, recognition, emergency leave, etc.
- As for the pension, it is fair, the staff that is with the CIJUBILA modality, which refers to the fact that a percentage of the employee's retirement savings fund is taken away, that the employee increases that percentage or has a savings account in which he/she can save for retirement.

Wages and/or Economic Benefits Dimension

- Have a role for overtime where the organisation's indicators are not affected, but where the employee can work overtime and be able to help himself/herself financially.

Training Dimension

- Verify the real training needs with the staff, as many of the training courses that are carried out are not beneficial for the worker and do not allow them to learn about other positions where they can aspire to promotion in the future.

Interpersonal Relations Dimension

- Maintain communication with all members of the work team, in which everyone can express their ideas and opinions without having to be disrespectful or blame for any goal not achieved.
- Pay attention to the communication of each process, in order to detect problems and obtain solutions if they exist.

Productivity Dimension

- Implement in all processes the collaboration of workers, so that everyone can learn from the position of their colleague, and in case of incapacity, holidays or lack of personnel to cover those positions, they can continue to perform the activities.

Product or Service Dimension

- Apply a satisfaction survey to the user who consumes the service as well as to the staff of the Institution to see where improvements can be made and look for a specific solution to the problem detected.

Performance Dimension

- Do not exceed with long and unnecessary meetings, try to summarise them and make them more specific.
- Classify the tasks to be performed according to the needs, some examples could be: By Important, Urgent, once a week, etc.

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Monthly Workshops: The Importance of Practice in the Professional Development of Students

Las Mañanas de Trabajo: La Importancia de la Práctica en el Desarrollo Profesional de los Estudiantes.

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Abstract

This article aims to explain the importance of practical experience in the professional development of students of the Higher Technician of the English Language program, from the Universidad Tecnológica Cadereyta, in Nuevo Leon, through a monthly activity called "Mañanas de trabajo". As a result, this activity has favored the strengthening and integration of the skills and competencies promoted by the study plan, in the professional training of the students of the career, especially in the teaching of the English language; furthermore, "Mañanas de trabajo" has allowed the interaction of university students with schoolchildren of the different levels of basic education, through various activities that are carried out throughout this monthly exercise in the classrooms and various spaces on the university campus. Therefore, the importance of meaningful learning is considered, through the different practices that are generated, above all, the impact on the integral formation of students in the educational area.

Key words: Teaching, Meaningful Learning, Practices

Resumen

El presente artículo tiene como objetivo explicar la importancia de las prácticas en el desarrollo profesional de los estudiantes del Técnico Superior Universitario de la carrera de Lengua Inglesa, de la Universidad Tecnológica Cadereyta, en Nuevo León, a través de una actividad mensual denominada "Mañanas de Trabajo". Dicha actividad ha favorecido el fortalecimiento e integración de las habilidades y competencias que promueve el plan de estudios, en la formación profesional del estudiantado de la carrera, especialmente en la enseñanza del idioma Inglés; ha permitido, la interacción de los estudiantes universitarios con alumnos de los diferentes niveles de educación básica, por medio de diversas actividades que se realizan a lo largo de la mañana en las aulas y diversos espacios del campus de la universidad. Se considera la importancia del aprendizaje significativo, a través de las diversas prácticas que se generan, además, el impacto en la formación integral de los estudiantes del área educativa.

Enseñanza, Aprendizaje Significativo, Prácticas

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Introduction

The field of education is constantly evolving, and with it, the practices that are used to help students learn and develop. In recent years, there has been a growing emphasis on the importance of practices that promote student engagement, collaboration and critical thinking. The implementation of practical spaces in the university that provide them with competences and reinforce skills is indispensable for their holistic education.

The following paper describes the impact that the exercise called "Mañanas de Trabajo" has on the students of the TSU in English Language at the Universidad Tecnológica Cadereyta, in their training and professional development. Examples of the types of internships and the skills and competences they develop in university students are also discussed.

Internships and Meaningful Learning in University Students

There is sufficient literature to suggest that internships are essential for students' development. For Alicia Almeida Cantoní (2007) "teaching should promote the construction of meaningful spaces, where there is room for reflection in action and the use of metacognitive strategies through which the student can execute an adequate process of planning, self-regulation and evaluation of the results obtained during learning" (Almeida, 2007). (Almeida, 2007) Students who participate in collaborative learning activities are more likely to retain information and develop higher level thinking skills.

Anyela Manrique and Adriana Gallego (2013) quote Ausubel and tell us that "the essence of the meaningful process is that ideas expressed symbolically are related not arbitrarily, but substantially (not verbatim) to what the learner already knows, pointing to some essential aspect of his or her knowledge structure". (Manrique & Gallego, 2013) Practices can be used to promote students' development and have the potential to help them learn and develop in meaningful ways.

There are a number of specific practices that can be used to promote the development of students. Some of these practices include:

Project-based learning: this type of learning involves students working on real-world problems that require them to use critical thinking, problem solving and collaboration skills.

Inquiry-based learning: this type of learning involves students asking questions, conducting research and drawing conclusions.

Role-play: this type of learning involves students taking on different roles and simulating real-world situations.

Service learning: this type of learning involves students giving back to their community while learning about important social issues.

Experiential learning: this type of learning involves students having hands-on experiences that help them learn new skills and concepts.

Practices also have the benefit of promoting participation, collaboration and critical thinking; using practices that are aligned with the latest research on learning and development has other benefits. These practices can help to:

- Develop the Teaching-Learning process
- Organise and adapt the learning environment
- Enable active pedagogy
- Increase student motivation
- Improve student performance
- prepare students for university and the workforce
- Identify students' exit profile to enable them to make choices and set goals for career development
- Helping students develop social-emotional skills
- Promote a positive school climate

For Faraón Llorens (2013) "people learn, influenced by the environment and the situation they are facing, through a continuous sequence in which past experiences affect (positively or negatively) future learning" (Llorens, 2013). (Llorens, 2013) The constant interaction of students with the social environment to which their own training is directed, reinforces and positions central and fundamental learning to develop them in professional life.

Specific practices that promote student development

The Monthly Workshops have been a permanent exercise at the Cadereyta Technological University since 2015. This particular practice is carried out on the days when the Ministry of Public Education has scheduled the Technical Council Meetings at national level, currently the last Friday of each month. On that day, Basic Education students from Pre-school, Primary and Secondary levels come to the university to reinforce the English language through various didactic-pedagogical activities.

Students from the TSU English Language Education Programme participate in the Work Mornings from the first term onwards. However, their approach is gradual and in accordance with the knowledge they acquire in the subjects of the degree course.

Stages of the Morning Work

Planning. Students work in teams and individually, guided by the teachers, to construct didactic situations that generate significant learning for those attending the working morning.

They include strategies, techniques and teaching methods seen in the current term.

The English classes to be taught are divided as follows: song, story, role play and craft.

Decoration. Develops innovative, functional and sustainable teaching material based on its characteristics and using creative techniques and tools.

With this material, they modify the common spaces and assigned classrooms, according to the theme of the month, in order to contribute to the teaching-learning process.

Welcome. Reception of those attending the morning's work. In teams implement an ice-breaker activity (song, performance, warm-up), performance, warm-up). Identify the grade to which each student belongs.

Activation. They carry out exercises and other activities that involve body movement, as part of the moments of play according to the stage of human development of the participants by educational level.

Teaching of classes. They develop the didactic sequences that were planned, in a time of 50 minutes in front of the group, using 50 minutes in front of the group, using the didactic material selected and/or designed by them.

Feedback. In addition to the constant feedback they receive from the teachers, a session is held to share learning, where they receive recognition and areas of opportunity are identified by the observing teachers and the students themselves.

Educational Profile

During the course of the educational programme, students acquire the following competences:

1. To develop the teaching-learning process, considering planning, didactic instrumentation and evaluation, in order to fulfil the pedagogical and institutional objectives.
2. To teach the English language through mastery of level B1 of the European reference framework, and teaching techniques specific to the language in order to develop the four linguistic skills in students at the basic education level.

These competences enable them to transfer knowledge, attitudes and skills to professional areas.

General Description of Activities and Quarterly Distribution

The following is a general description of the activities carried out during the Mornings Work Placement (Table 1) and the four-monthly distribution of the subjects studied by the TSU in English Language (Table 2):

First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Fourth Quarter
They observe the practice of their third-semester classmates	They prepare the welcome and activation stages.	They plan and select teaching strategies and techniques.	They develop teaching learning activities for preschool, elementary and high school, focused on the acquisition of English language skills.	They diagnose the academic variables using diagnostic assessment techniques, and considering their individual and group characteristics, to determine the level of English language proficiency and select approaches, methods, strategies and techniques for language teaching and learning.
They collaborate to carry out the welcome.	They make didactic material to work and decorate the welcome and activation spaces.	Design didactic material according to the needs of the educational level and its planning. Planning needs.	They design and adapt didactic material according to their didactic sequences.	Plan and implement language teaching techniques and methods to develop the four language skills in elementary school students. linguistic skills in students at the basic education level.
	They support students in their fourth in their classes in front of the group.	Implement the Didactic sequences designed by themselves for the three levels of basic education.	Implement the didactic sequences designed by themselves for the three levels of basic education	Design and adapt didactic material according to their didactic to their didactic sequences.
	Develop learning situations for preschool level.	They establish the types of evaluation according to the moment.	Generate evaluation instruments for their didactic sequences.	Generate evaluation instruments for their didactic sequences.

Table 1 Description General de Activities Universidad Tecnológica Cadereyta, 2023

Quarter / Areas of knowledge	1st	2nd	3rd	4th	5th
Applied basic sciences	Mathematics	Statistics applied to education			
	Informatics	Education In Mexico	Investigation methodology		
Technology background	Pedagogical Foundations Of Education	Design of Didactic Material I	Design of Didactic Material Ii	English Language Teaching Strategies I	English Language Teaching Strategies Ii
	Human Development	Didactics Methodology I	Didactics Methodology Ii	Design of Learning Situations	Grammatical Structure
			Education Planning	Evaluation Tools	Teaching Productive Skills
			Evaluation Of The Teaching And Learning Process	Phonetics	Teaching Receptive Skills
			Integrator I	Integrator II	
Languages and methods	English I	English II	English III	English IV	English V
	Oral and written expression i				Oral and written expression ii
Management skills	Sociocultural training i	Sociocultural training ii	Sociocultural training iii	Sociocultural training iv	

Table 2 Four-monthly distribution of the subjects of the TSU in English Language, Universidad Tecnológica Cadereyta, 2019



Figure 1 Physical Activation. Working Morning, May 2023



Figure 2 Desarrollo de Secuencia Didáctica (Preescolar), Mañana de Trabajo, mayo 2023

Methodology to be developed

A qualitative and quantitative methodology was developed, as well as desk research to develop the theoretical basis.

Results

During the year 2022, there was an enrolment of 87 students in the Higher Technical University Programme in English Language, who attended 293 children from basic level schools during the Work Mornings sessions.

The following graph shows the permanence of the enrolment of TSU students in English Language; the increase in the enrolment of new students in the September-December 2022 term and the ratio of students attending per term. During the year 2022, there was an enrolment of 87 students in the Higher Technical University Programme in English Language, who attended 293 children from basic level schools during the Work Mornings sessions.

The following graph shows the permanence of the enrolment of TSU students in English Language; the increase in the enrolment of new students in the September-December 2022 term and the ratio of students attending per term.



Graph 1 Student enrolment. Working Morning 2022

Conclusions

The practices used in education have a significant impact on the development of students. Practices that promote participation, collaboration and critical thinking are essential, and as a result, the university students have also developed a close communication and relationship with the community, as each exercise manages to increasingly engage the basic education population of the municipality of Cadereyta Jiménez, N.L.

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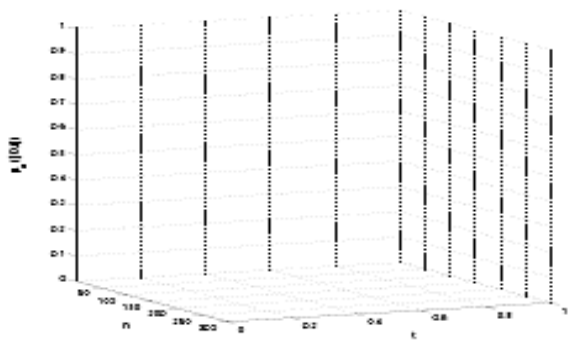
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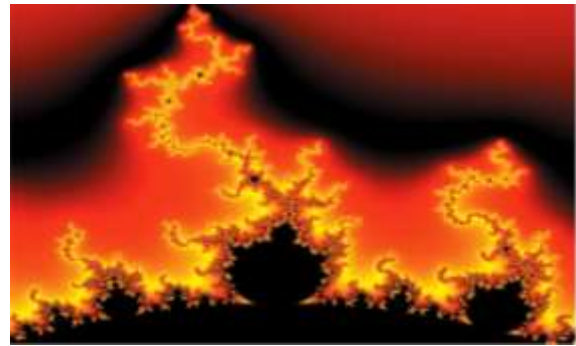


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