

ISSN 2444-5010

Journal of Business and SMEs

Volume 10, Issue 26 – July – December – 2024



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Journal of Business and SMEs, Volume 10, Issue 26, July-December 2024, is a journal edited biannual by ECORFAN. 38 Matacerquillas street, Postcode: 28411. Moralarzal –Madrid WEB: www.ecorfan.org/spain, journal@ecorfan.org. Editor in Chief: SUYO-CRUZ, Gabriel. PhD, ISSN On-line: 2444-5010. Responsible for the latest update of this number ECORFAN Computer Unit. ESCAMILLABOUCHÁN, Imelda. PhD, LUNASOTO, Vladimir. PhD, 38 Matacerquillas street, Postcode: 28411. Moralarzal – Madrid, last updated December 31, 2024.

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Presentation of Content

In the first article we present, *Factors that influence the organizational culture of public administration in the State of Tabasco* by Lastra-Colorado, Alejandrina, with adscription in the Universidad Autónoma de Guadalajara, as next article we present, *Innovation, culture and crafts, a triad for the development of handicraft companies in San Antonino Castillo Velasco, Oaxaca*, by Pablo-Calderón, Karla de los Ángeles, Castillo-Leal, Maricela, Cruz-Cabrera, Blasa Celerina and Cruz-García, Leobardo Daniel, with ascription in the National Technological Institute of Mexico, as next article we present *Social Responsibility: a commitment of Higher Education institutions* by Palomares-Ruiz, María Blanca Elizabeth, Torres-Bugdud, Arturo, Treviño-Cubero, Arnulfo and Báez-Villarreal, Esteban., with ascription in the Universidad Autónoma de Nuevo León, as next article we present, *Analysis of sustainability in a company of the oil sector in the south-marine area in the states of Tabasco and Campeche for the generation of an improvement proposal*, by De la O-Rodriguez, Karen Poulette, Morejón-Sánchez, Juana María, Eliseo-Dantés, Hortensia and Meneses-Hernández, José Luis with ascription in the Tecnológico Nacional de México/Instituto Tecnológico de Villahermosa.



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Factors that influence the organizational culture of public administration in the State of Tabasco

Factores que influncian la cultura organizacional de la administración pública en el Estado de Tabasco

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CONAHCYT classification:

Area: Social Sciences
Field: Politic science
Discipline: Political administration
Subdiscipline: Public services

 <https://doi.org/10.35429/JBS.2024.26.10.1.9>

History of the article:
Received: July 25, 2024
Accepted: December 30, 2024



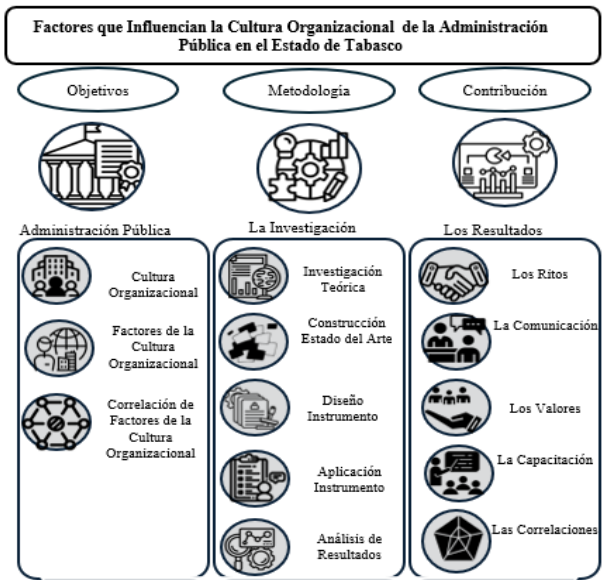
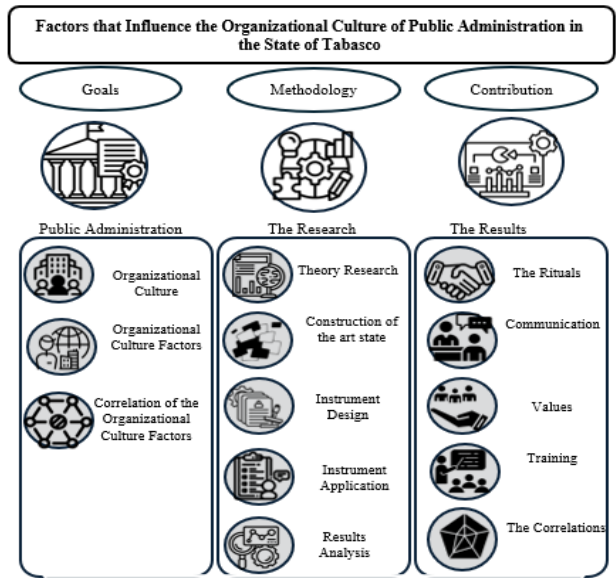
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Abstract

The objective of this quantitative research is to identify the factors that best describe the organizational culture in public administration in the State of Tabasco, as well as the correlation among them. This research involves the application of a questionnaire as an instrument of the survey technique to public employees and whose results are described to validate and contrast the theory on the subject. An overview of the state of the art on intellectual capital is presented, including the intangible assets that give life to the structural design of the organization under study, facilitating the pattern of behavior and the flow of knowledge.

Resumen

El presente proyecto de investigación cuantitativa tiene como objetivo identificar los factores que mejor describen a la cultura organizacional en la administración pública del Estado de Tabasco, así como la correlación que los vinculan. Esta investigación cuenta con la aplicación de un cuestionario como instrumento de la técnica de encuesta a los servidores públicos y cuyos resultados son descritos para validar y contrastar la teoría sobre el tema. Se presenta un recorrido del estado del arte sobre el capital intelectual, incluyendo los activos intangibles que dan vida al diseño estructural de la organización en estudio, facilitando el patrón de conducta y el flujo de conocimiento.



Intellectual capital, Structural capital, Organizational culture, Public administration

Capital intelectual, Capital estructural, Cultura organizacional, Administración pública

Citation: Lastra-Colorado, Alejandrina. Factors that influence the organizational culture of public administration in the State of Tabasco. Journal of Business and SMEs. 2024. 10-26:1-9.



ISSN 2444-5010 /© 2009 The Authors. Published by ECORFAN-México, S.C. for its Holding Spain on behalf of Journal of Business and SMEs. This is an open-access article under the license CC BY-NC-ND [<http://creativecommons.org/licenses/by-nc-nd/4.0/>]

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Introduction

Organizational culture as an element within the administrative discipline is studied in its external and internal structure, as an essential element in the life of organizations and from different conceptions and lines of research. This article aims to determine the factors that influence the Organizational culture of the governmental sector of the State of Tabasco, presenting the approach to the construct of Organizational culture from its integration within the Intellectual Capital, to the dimensions that make it up. Finally, a scheme is proposed that will allow to explain it from the dimensions identified in the state of the art of administrative theory.

Review of the Theory

Intellectual capital, considered as intangible assets and described by Alejandra Falco (2009), as factors that give value and drive the transformation of productive resources into value-added assets, is also defined as the set of intangible assets within the organization, which generate value for the best use of resources and their impact on the entire Organizational context (Arango, Pérez, Gil, 2008), but in the end it is agreed that it is Organizational knowledge, in all its manifestations, which plays a strategic role in the strategic development of the organization's processes, products and projects (Martín, Alama, Navas and López 2009), considering that it is material focused on producing a good of greater value (Klein 1998).

Intellectual capital has different combinations and denominations in its dimensions, with most of the literature agreeing that the three main ones are structural capital, human capital and relational capital (Ramírez, 2007; García, 2007; León, Ponjuán, Torres, 2009; Martín, Alama, Navas, López, 2009; Falco, 2009). In order to reach the determination of the Organizational Culture foundation, the scheme presented in Figure 1 was considered.

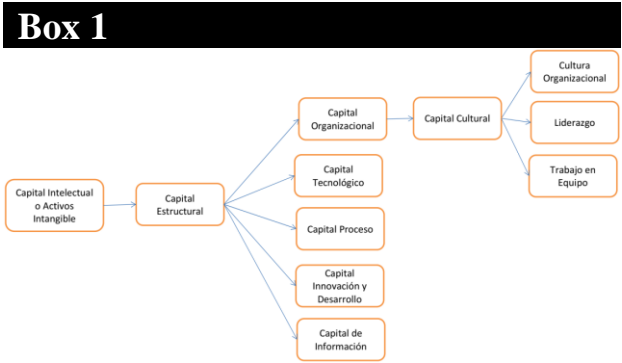


Figure 1
Intellectual Capital to Organizational Culture Breakdown Diagram

Structural capital includes intangible assets, which contribute to the flow of knowledge and thus to the effectiveness of the organization by integrating the different functions of the company (Martín, Alama, Navas and López, 2009), and also includes knowledge related to internal processes that the organization has managed to standardize and systematize (García, 2008). It is also referred to as the infrastructure that incorporates, trains and sustains human capital, which integrates the entire organization. Among other factors, it includes the quality and scope of information systems, identity and image of the organization, data structure, Organizational concepts and documentary heritage (Edvinsson and Malone, 1999).

In Eduardo Bueno's (2002) contribution, he calls structural capital as built capital, which is generated by human beings and includes various forms such as: infrastructure, capital goods (equipment), technology, finance and business.

Structural capital is mainly constituted by Organizational capital, defined as the ability of firms to integrate their competencies in new and flexible methods and the corresponding management of competencies. It also refers to those factors of structural capital that describe and explain the actions and the way things are done, i.e. moving, transferring and harnessing human capital (Ramirez, 2007).

Other elements that also make up structural capital are technological capital, i.e. the firm's structural ability to create future innovations (Ramirez, 2007).

Process capital, which contains intangible assets that facilitate sharing, exchanging, increasing and transforming knowledge from human capital to structural capital, can also be visualized (Bañegil, 2008).

Another important element is innovation and development capital which includes the intangible part of any aspect of the firm and everything that can generate value in the future through an improvement in intellectual and financial capital. Finally, information capital consists essentially of systems, databases, libraries and oriented networks (Garcia, 2007) that are decisive in decision making at any level of management. In simple terms, structural capital is the body of knowledge that remains in the company at the end of the working day (Falco, 2009).

Cultural capital is the result of the permanent and ever-present interaction between the members of the organization; it is a frame of reference for them on how they conceptualize and live their context (Ramírez, 2007) and is definitely a determining factor in the shaping of all capitals, giving rise to distinctive attributes in each of them, not to mention that it contributes to the integration of social capital (León and Ponjuán, 2009).

Organizational culture

Organizational culture, initially conceived by Pettigrew (1979) as a system of meanings, publicly accepted by all collaborators in a work area over a period of time, including a whole scheme of terminology, language, dynamics, iconography and images, reflecting the profile of people, distinguishing them from other groups. And this is where he points to a system of signs as a distinctive typology, this being an essential scheme in the shaping of a culture.

An important definition of Organizational culture emerges with Schwartz and Davis (1981, p. 33), defining it as "a pattern of beliefs and expectations shared by the members of the organization. These beliefs and expectations produce norms that powerfully shape the behavior of individuals and groups in the organization". Moreover, since organizations themselves do not have a culture, but are (Smircich, 1983), they are not only analyzed in economic or material terms, but also in their language and symbolism.

Given that by the beginning of the millennium organizations have a strong focus on results, Schein (2004) identifies that Organizational culture also pursues common goals, be they holistic, subjective or problem-solving.

Going back to the beginnings of management theories, Douglas McGregor (1957) proposes the X and Y theories, from which the beliefs, values and expectations of the groups that make up the organization are considered. The X theory assumes that the worker does not contribute to the work on his own, which leads to a rigid and coercive context, and, in contrast, the Y theory states that the worker is self-managed and motivated, which strengthens the work culture in the organization. This scheme, according to Schwartz and Davis (1981) is aligned with the prevailing expectation, values and beliefs in the Organizational culture.

From scholars in management jargon, it is obtained that culture builds and strengthens itself (White, 1982) and at the same time is equivalent to the organization as it leads to a common sense that allows a shared vision of the context (Alvesson and Deetz, 2006). According to Cujar (2013) and Robbins (2009), Organizational culture also has personality. When an organization takes shape and becomes institutionalized, it takes on a life of its own, independent of the decisions of its managers.

The study of Organizational culture is nowadays considered essential for the life of companies, not in vain is it considered the central core in the measurement of intellectual capital (Sánchez, 2006), and even Organizational culture is referred to as the DNA of organizations (Chiavenato, 2009; León, et al, 2009).

Finally, like Chiavenato (2009), O'Reilly and Chatman & Caldwell (1991, p. 47) also consider that values constitute the main starting point, together with the selection and socialization process, for the integration of the individual into the organization. This is why the organization's employees must adjust to the way of thinking and doing things in order to better integrate into the already established Organizational culture (Valbuena, Morillo and Salas, 2006).

Organizational values are the elements that contribute to the best integration of a culture (Rodríguez and Romo 2013).

Dimensions in Organizational Culture

But which criteria, factors or dimensions to consider for a better understanding of Organizational culture, which criteria best describe Organizational culture? In order to better identify these approaches, Table 1 shows the evolution of the criteria that describe Organizational culture.

Box 2

Table 1
Comparative outline on Dimensions of Organizational Culture

Dimensiones de cultura organizacional				
McGregor (1957)	Peters y Waterman (1982) citado por Cújar (2013)	Cooke y Szumal (1995)	Anzola (2003) citado por Mendoza, (2006)	Chiavenato (2009)
Creencias Valores Expectativas	Diversidad Innovación Calidad superior Atención al detalle Toma de riesgos Competitividad Formalidad Orientado a la gente	Autogestión del aprendizaje Autoridad Competitividad Autorealización Cuidado al detalle Logro de metas Humanismo	Creencias Valores	Supuestos Creencias Comportamientos Testimonios Narrativas Valores

For the present approach to Organizational culture, it is important to consider the following factors, which are considered in order to better describe it:

Rituals in Organizational culture

Knoderer (2017) refers that rituals have the power to change the focus and life of an organization, through a symbolic system of representations that give meaning to conversations and shared roles (Urbiola and Vázquez, 2010). Rituals contribute to the life of the culture in an organization; it is constituted by rituals. These have a strong symbolic value and are constituted by actions that cover some need and also strengthen the sense of belonging (Knoderer, 2017).

Importantly, rituals, to be identified as such, must have the properties of being repetitive, special behaviour and action (Rivera, 2013), so they are constituted as basic beliefs and assumptions of Organizational culture (Mena, 2018).

Rituals are part of a company's Organizational culture, and "say" what words often cannot (Knoderer, 2017). For its study within the framework of Organizational culture, the properties identified by Rodrigo Díaz (1998) are considered: 1) actions that result from beliefs that were initiated and developed from the association of shared ideas, 2) these beliefs denote the reality of the context, 3) from the above, the aim is to control that context, 4) rituals are created that give viability to collective beliefs.

Finally, Marc Augé's (1994) very interesting approach is that ritual activity, in general terms, makes it possible to link people's otherness, that is, to get to know the other with their own concept of things as a frame of reference and to recognise their differences; and of identity, which makes it possible to catalyse the always complex relationships between people.

Communication in Organizational culture

An important dimension that explains the Organizational culture variable is communication. Within the science of control, communication is the transfer of information both between the system and its environment and between the parts of the system (Schoderbek, 1984), so it is essential that it meets the characteristics of timeliness, accuracy, morality and flexibility. It is, therefore, one of the fundamental processes of human experience and social organization (Chiavenato, 2009).

As stated by Carballo and Meleán (2022), the quality of interpersonal relationships has communication efficiency as one of the essential factors. According to Van Riel (1997), there are three variables related to communication: trust in the superior, influence of the superior and aspirations for mobility.

Also, Carballo and Meleán (2022), conducted a study in agricultural companies to assess their Organizational culture, obtaining that 100% of the participants in the research are aware that they are more efficient in the construction of solutions using win-win negotiation, a strategy whose main operator is communication.

Expectations of people within the Organizational culture

In a study conducted by González, W. et al (2018), the concept of expectation is referred to as one of the dimensions of Identity in Organizational culture. Also, every culture is nothing more than a system of shared expectations (Kroeber and Kluckhonn, 1952) by the members that produce norms that shape behaviour (Konner 2007).

The dimension is approached from examples of what people can expect from an event, its consideration is based on the contributions of Schwartz and Davis (1981), while Organizational climate measures whether expectations are being met, Organizational culture seeks to identify the nature of those expectations themselves. Also, each expectation item contributes to one of the key factors of the individual to the Organizational culture, i.e., the adaptive factor, as referred to by the author.

Initially this study integrated this dimension, however, its analysis in government settings generated results that ruled it out as such, setting a contextual precedent for consideration within the Organizational culture variable.

Values in Organizational culture

And there can be no Organizational culture if there is no scheme of shared values that give it solidity (Rodríguez and Romo, 2013), giving support to the institution given that they govern the actions of individuals (Valbuena, Morillo, Salas, 2006), personally, professionally and socially. It is also considered as the axis that gives the person the power to take action since it is considered as a standard of principle and quality that is valid and desirable (García, 2011).

Recently, the instrument "Analysis of Values in Organizational Culture", designed by Patlán, Betanzo, De la Cruz and Espinoza in 2020, was issued, which places at the centre of the culture model the types characterised by Organizational values in its original version:

- Culture of respect, with six items,
- Culture of honesty, with six items.
- Culture of commitment and responsibility, with four items.

This study applied to 521 Mexican workers from both public and private organizations obtained a percentage of explained variance for these three factors of 51.52%, and Cronbach's Alpha of 0.76. Given that there are differences between organization types and size, as well as with job level, it is recommended to determine Organizational culture profiles and profiles by organization type, area, department, job type, etc. To better dimension the scope of this dimension (values) in the organization.

Training to strengthen educational training

Finally, training allows the strengthening of the relevant patterns of Organizational culture (Reyes, 2020). Therefore, it is important to have targeted collaborative models for knowledge acquisition and innovation (Martínez, Palos and Vargas, 2017), through training that is bridged from the current level of knowledge of the staff.

In fact, it was Blegen et al (2010), who reported that, in a study conducted in medical units, the safety culture (in this case medical) was perceived to have improved one year after the staff had received training. This study included dimensions such as teamwork, Organizational learning, openness in communication and feedback.

One of the main premises of human talent management is the training and development of people, and it is considered to be one of the fundamental bases of Organizational culture. Derived from the study conducted by Bernal and Vargas (2017), they identified that Organizational Culture based on human talent management has a positive impact in relation to the permanence of small and medium-sized companies in the context of the study. In addition, it allows not only to develop skills or know tools, but also to have clearly identified their role in the organization, as well as the objectives to be achieved.

The model generated from the present research is:

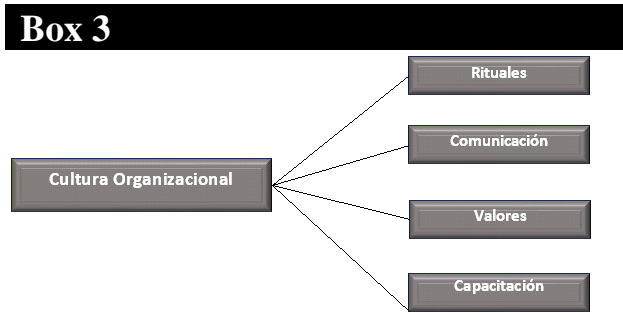


Figure 2
Organizational culture

Research Methodology

The research method is quantitative with a descriptive correlational and testable scope to the models used in the context of public administration. A variable with a total of 5 dimensions is integrated; these variables generate 20 questions using a 5-point scale, so it would take about 15 minutes to answer this evaluation.

The research is carried out using the survey technique, applying the questionnaires electronically with the GoogleForms tool and disseminated to federal and state agencies and municipalities.

In the period of application, the census of public servants is at least 35,194 workers, so the sample size is set at 200 applications, according to the law of statistical regularity (López-Roldán and Fachelli, 2015, Periódico Oficial, 2023), considering that from this value any additional respondent would not contribute significantly to both the reliability and the reduction of the margin of error in the analysis.

Results

The analysis of the instrument itself is carried out, having generated a Cronbach's Alpha of .854, confirming its validity and reliability in the description of the Organizational Culture variable:

Box 4

Table 2

Cronbach's Alpha

Alfa de Cronbach	Alfa de Cronbach basada en los elementos tipificados	N de elementos
.854	.862	20

Given the above, we consider the correlation table that allows us to analyse the level of correlation between the items (Table in Annexes 1).

We proceed to analyse the correlation at the dimension level (Table in Annexes 2) versus the Organizational Culture variable.

It is identified that the Expectation dimension has no significant correlation with the rest of the dimensions and a very low contribution to the Organizational Culture variable. Given the above, we proceeded to discard the Expectations dimension, thereby optimizing the Cronbach's Alpha of the instrument (Table 3).

Box 5

Table 3

Alfa of Cronbach

Alfa de Cronbach	N de elementos
.903	17

According to this sequence of analysis, the dimension that has the greatest impact on this model is Communication, followed by Training, Rituals and Values, in that order.

Conclusions

Organizational culture has dimensions that describe them differentiated according to the context or moment in history that addresses it (Table 1). For public administration in the state of Tabasco, the study identifies four dimensions that explain and describe Organizational culture, with the highest presence of Communication (.855) coinciding with Chiavenato (2009), Carballo and Meleán (2022) in pointing out communication as essential in the quality of interrelationships and the construction of solutions, and finally, with Schoderbek, (1984) in pointing out the importance of the transfer of information within Organizational control. It is interesting to note the level of importance and influence of the training dimension, which encompasses staff training, whether institutional or external, and according to Bernal and Vargas (2017), constitutes one of the lines of human talent management as the basis of Organizational culture, through training actions.

Rituals and values have a similar and important presence in Organizational culture, in fact, even among the same dimensions, values have been present since the beginning of the studies of the administrative discipline (McGregor, 1957) and have remained there until recent contributions such as Patlán, Betanzo, De la Cruz and Espinoza in 2020.

Although at the beginning of studies on the dynamics of organizations, expectations have been considered as key factors that lead to the adaptation of the individual in the Organizational culture (McGregor, 1957 and Kroeber and Kluckhonn, 1952), in the context of this study, expectations do have a presence in Organizational culture but not significantly (-.043) in its correlation with the variable in general, which is why it has been decided to eliminate it from the current model, especially because of its differentiation from the rest of the dimensions.

It is important for government organizations in the State of Tabasco and similar, to strengthen the four dimensions, starting with communication in all its modalities, formal and informal, ensuring its equanimity and relevance. Next, staff training, both in soft skills and in technical aspects that give them a greater sense of professional self-realisation.

Very close in their influence on the Organizational culture variable are dimensions that frame and reflect the particular nature of each organization, the rituals represent the dynamics themselves and the values, although they must be in line with the institutional values, may not always coincide with those of the Organizational culture, which is why it is essential to generate training processes that allow for the corresponding alignment.

The analysis and management of the dimensions of Organizational culture contributes to the better achievement of Organizational objectives and goals, strengthening, in addition, the human experience, as well as the quality of interpersonal relationships.

Declarations

Conflict of Interest

The author declares no conflict of interest. He has no competing financial interests or known personal relationships that could have influenced the item reported in this article.

Availability of data and materials

The author has the research instruments as well as the database that allowed for statistical processing of the information.

Annexes

Annex 1.- Correlaciones entre dimensiones de la Cultura Organizacional

	Rit01	Rit02	Rit03	Com01	Com02	Com03	Com04	Exp01	Exp02	Exp04	Val01	Val02	Val04	Cap01	Cap02	Cap03	Cap04	Cap06	Cap06	
Rit01	1	0.697	0.411	0.562	0.617	0.383	0.364	0.342	-0.19	-0.18	0.315	0.394	0.446	0.403	0.3	0.245	0.362	0.399	0.226	0.26
Rit02	0.697	1	0.401	0.552	0.555	0.337	0.417	0.356	-0.22	-0.18	0.325	0.38	0.33	0.425	0.325	0.325	0.241	0.368	0.331	0.348
Rit03	0.411	0.401	1	0.397	0.317	0.344	0.384	0.2	-0.08	-0.07	0.177	0.223	0.259	0.283	0.329	0.203	0.114	0.355	0.168	0.237
Com01	0.562	0.552	0.397	1	0.606	0.436	0.453	0.312	-0.28	-0.24	0.266	0.437	0.402	0.462	0.448	0.271	0.303	0.35	0.239	0.252
Com02	0.617	0.555	0.317	0.606	1	0.433	0.427	0.354	-0.29	-0.2	0.297	0.363	0.398	0.408	0.372	0.244	0.352	0.311	0.276	0.237
Com03	0.383	0.337	0.344	0.436	0.433	1	0.7	0.229	-0.39	-0.23	0.463	0.447	0.537	0.5	0.49	0.228	0.217	0.372	0.261	0.305
Com04	0.364	0.417	0.384	0.453	0.427	0.7	1	0.154	-0.38	-0.26	0.495	0.478	0.498	0.454	0.552	0.281	0.248	0.459	0.252	0.269
Exp01	0.342	0.356	0.2	0.312	0.354	0.229	0.154	1	-0.2	-0.13	0.192	0.274	0.28	0.229	0.11	0.086	0.254	0.167	0.192	0.103
Exp02	-0.19	-0.22	-0.08	-0.276	-0.291	-0.387	-0.381	-0.2	1	0.332	-0.41	-0.48	-0.39	-0.36	-0.28	-0.07	-0.15	-0.24	-0.14	-0.08
Exp04	-0.18	-0.18	-0.07	-0.237	-0.204	-0.226	-0.261	-0.13	0.332	1	-0.22	-0.34	-0.22	-0.18	-0.17	-0.16	-0.2	-0.17	-0.01	-0.05
Val01	0.315	0.325	0.177	0.266	0.297	0.463	0.495	0.192	-0.41	-0.22	1	0.574	0.648	0.491	0.333	0.131	0.22	0.238	0.178	0.072
Val02	0.394	0.38	0.223	0.437	0.363	0.447	0.478	0.274	-0.48	-0.34	0.574	1	0.615	0.568	0.477	0.229	0.276	0.329	0.238	0.218
Val04	0.446	0.39	0.229	0.402	0.398	0.527	0.498	0.28	-0.39	-0.22	0.648	0.615	1	0.676	0.388	0.209	0.263	0.292	0.164	0.158
Cap01	0.403	0.425	0.283	0.462	0.408	0.5	0.454	0.229	-0.36	-0.18	0.493	0.568	0.676	1	0.437	0.331	0.195	0.304	0.306	0.279
Cap02	0.3	0.325	0.329	0.448	0.372	0.49	0.552	0.11	-0.28	-0.17	0.333	0.477	0.388	0.437	1	0.364	0.291	0.603	0.333	0.328
Cap03	0.245	0.325	0.203	0.271	0.244	0.228	0.281	0.086	-0.07	-0.16	0.331	0.229	0.259	0.331	0.364	1	0.075	0.338	0.395	0.625
Cap04	0.362	0.241	0.114	0.303	0.352	0.217	0.248	0.254	-0.15	-0.2	0.22	0.276	0.263	0.195	0.291	0.075	1	0.346	0.137	0.054
Cap06	0.399	0.368	0.355	0.35	0.311	0.372	0.459	0.167	-0.24	-0.17	0.338	0.329	0.292	0.304	0.403	0.338	0.346	1	0.335	0.367
Cap06	0.226	0.331	0.168	0.239	0.276	0.261	0.252	0.192	-0.14	-0.01	0.178	0.208	0.164	0.306	0.335	0.595	0.137	0.335	1	0.725
Cap06	0.26	0.348	0.237	0.252	0.237	0.305	0.269	0.103	-0.08	-0.05	0.072	0.218	0.158	0.279	0.328	0.625	0.054	0.367	0.725	1

Annex 2.- Correlaciones entre las dimensiones versus Cultura Organizacional

Dimensión	Rito	Comunicación	Expectativa	Valores	Capacitación	Variable Cultura Organizacional
Rito	Correlación de Pearson Sig. (bilateral) N	1 .677(**) 189	-.035 632 188	.459(**) 188	.512(**) 188	.792(**) 187
Comunicación	Correlación de Pearson Sig. (bilateral) N	.677(**) 189 188	1 1 190	.608(**) 189	.602(**) 189	.835(**) 187
Expectativas	Correlación de Pearson Sig. (bilateral) N	-.035 632 189	-.201(**) 1 190	1 1 191	-.253(**) 1 190	-.197(**) 1 187
Valores	Correlación de Pearson Sig. (bilateral) N	.459(**) 188 189	.608(**) 189 190	-.253(**) 1 190	1 1 190	.498(**) 1 187
Capacitación	Correlación de Pearson Sig. (bilateral) N	.512(**) 188 189	.602(**) 189 190	-.197(**) 189 190	.498(**) 189 190	1 1 187
Variable Cultura Organizacional	Correlación de Pearson Sig. (bilateral) N	.792(**) 187 187	.835(**) 187 187	-.043 187 187	.745(**) 187 187	.819(**) 187 187

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Innovation, culture and crafts, a triad for the development of handicraft companies in San Antonino Castillo Velasco, Oaxaca

Innovación, cultura y artesanías, trinomio para el desarrollo de las empresas artesanas de San Antonino Castillo Velasco, Oaxaca

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CONAHCYT classification:

Area: Social Sciences
Field: Sociology
Discipline: Social change and development
Subdiscipline: Socioeconomic Development

 <https://doi.org/10.35429/JBS.2024.26.10.10.19>

History of the article:

Received: July 25, 2024

Accepted: December 20, 2024

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Abstract

Innovation is a business tool that promotes the growth and development of business models; some artisan companies resist applying it to maintain and preserve their culture without altering products with a high sense of community identity. Globalization, new technologies, competitiveness and market saturation are environmental factors that affect the development of artisan companies, given this, innovation can be an opportunity for them. This article aims to develop a comparative analysis of the results provided by the application of innovation in the artisan companies of San Antonino Castillo Velasco, Oaxaca, Mexico, as well as to determine the levels of the variable that these companies have in the community, the The methodology used for the study is mixed using techniques such as observation, interviews and application of questionnaires.

Innovation, culture and crafts, a triad for the development of handicraft companies in San Antonino Castillo Velasco, Oaxaca.		
Objective	Methodology	Contributions
Compare the application and benefits of innovation in artisan companies in San Antonino Castillo Velasco, Oaxaca.	Mixed approach to non-experimental descriptive-comparative research.	The study determines the benefits of applying innovation in the craft sector and some of its forms of manifestation in the same.

Innovation, Cultural identity, Handicrafts

Resumen

La innovación es una herramienta empresarial que propicia el crecimiento y desarrollo de los modelos de negocio, algunas empresas artesanas se resisten a aplicarla por mantener y preservar su cultura sin alterar productos con alto sentido de identidad comunitaria. La globalización, las nuevas tecnologías, la competitividad y la saturación de mercados son factores del entorno que inciden en el desarrollo de las empresas artesanas, ante esto la innovación puede resultar una oportunidad para ellas. Este artículo tiene por objetivo desarrollar un análisis comparativo de los resultados que provee la aplicación de la innovación en las empresas artesanas de San Antonino Castillo Velasco, Oaxaca, México, así como determinar los niveles de la variable que tienen dichas empresas en la comunidad, la metodología utilizada para el estudio es mixta utilizando técnicas como observación, entrevistas y aplicación de cuestionarios.

Innovación, cultura y artesanías, trinomio para el desarrollo de las empresas artesanas de San Antonino Castillo Velasco, Oaxaca.		
Objetivo	Metodología	Contribuciones
Comparar la aplicación y beneficios de la innovación en las empresas artesanas de San Antonino Castillo Velasco, Oaxaca.	Enfoque mixto de investigación de carácter descriptiva-comparativa no experimental.	El estudio determina los beneficios de la aplicación de la innovación en el sector artesanal y algunas de sus formas de manifestación en el mismo.

Innovación, Identidad cultural, Artesanías

Citation: Pablo-Calderón, Karla de los Ángeles, Castillo-Leal, Maricela, Cruz-Cabrera, Blasa Celerina and Cruz-García, Leobardo Daniel. Innovation, culture and crafts, a triad for the development of handicraft companies in San Antonino Castillo Velasco, Oaxaca. Journal of Business and SMEs. 2024. 10-26:10-19



ISSN ISSN 2444-5010 /© 2009 The Authors. Published by ECORFAN-México, S.C. for its Holding Spain on behalf of Journal of Business and SMEs. This is an open-access article under the license CC BY-NC-ND [<http://creativecommons.org/licenses/by-nc-nd/4.0/>]

Peer review under the responsibility of the Scientific Committee [<https://www.marvid.org/>]- in the contribution to the scientific, technological and innovation **Peer Review Process** through the training of Human Resources for the continuity in the Critical Analysis of International Research.



1702902 CONAHCYT

Introduction

Handicrafts represent an opportunity both for the cultural promotion of the communities and for family income in the same, this makes them products with cultural and social characteristics without leaving aside their economic value in the markets.

The historical origin of these products is certainly unknown, but it can be affirmed that it is one of the oldest trades; handmade pieces have been found from prehistoric times; however, it was in the Renaissance era when artisans were recognized in their own way in towns and cities (López, 2019).

The evolution of handicraft activity has been constant over time and in a globalized era with the unification of markets and with extensive means of communication, it has become a sector that is highly valued and desired mainly by tourism.

The communities see crafts as instruments of their own resources, history and beliefs, giving them a cultural value, without losing sight of the fact that some artisans identify business opportunities in their commercialization, adapting their products to the needs and requests of potential clients.

This is how two types of crafts emerge:

- Traditional crafts: produced since ancestral times, the result of history and beliefs, conservative, with no remarkable variation in techniques and designs that identify the place of origin of the product.
- Contemporary craftsmanship: which retains much of the elaboration process, but open to modifications to meet new expectations and both material and spiritual needs of customers (Rivas, 2018).

The presence of these two types of craft products in the communities can lead to conflicts between producers, forming two groups, one of those who seek to preserve their culture without altering the crafts in any way, and the other group formed by those who wish to innovate both their products and processes to meet current needs and requests without losing the focus of their identity.

These differences in the valuation and conception of handicrafts can have repercussions on what affects business models in terms of profitability, positioning or other variables linked to innovation processes.

This is why this study focuses on the business results of both those producers who see innovation as an opportunity and those who present resistance to change and updating due to their ideology of preservation. In addition, it seeks to glimpse the degrees of applied innovation and its importance in the handicraft sector of San Antonino Castillo Velasco, Oaxaca.

Cultural and economic dimension of handicrafts

When talking about handicrafts, various concepts are linked, which have been analyzed from different perspectives and which inevitably maintain a relationship with them; one of these concepts is culture and identity.

Handicrafts have a high cultural value, they are unique pieces, even if they are produced in large quantities, they are impregnated with the creativity and imagination of those who make them. They arose from the human need for utensils for life and allow people to differentiate themselves from each other by the techniques, instruments and tools used in daily activities, such as handicrafts (Rivas, 2018).

The handicraft sector in the world plays an important role in the promotion and preservation of cultural diversity; through handicrafts, millenary cultural expressions are materialised and the collective identity of peoples is built (Sandoval and Garcia, 2013).

The diversification of crafts arises from different and multiple conditions: the materials used (precious metals, clay, fabric, thread, wood...), the techniques used for the elaboration, the beliefs and histories of a community, but, above all, it arises from the great human diversity, since each artisan is unique in the world and, even if they are part of a community, they have their own personality, their own creative thinking and their own unique style.

With crafts, people construct systems of symbols linked to their belief systems and values to share with the world their belonging to an environment and their identity (Gómez and Hurtado, 2020).

Artisans feel a sense of belonging to their community by belonging to a sector that produces products from their place of origin, which reinforces their sense of identity.

In order to preserve and conserve handicrafts, the transmission of traditional knowledge from generation to generation is necessary, and this activity is key to avoid losing this art in the communities (López, 2019).

These products are representations of the culture and history of the communities and also form part of an economic activity that provides income for families; handicrafts generate jobs, improve income, increase the production of goods and transmit the cultural roots of the communities (Jaramillo and Armas, 2021).

In places where the cultural heritage is extensive due to the large number of customs, traditions, beliefs and many other elements, handicrafts represent a product not only of identity, but also of history, where the culture of a community is reflected and shared. However, many of these communities are rural and where alarming indices such as poverty and backwardness prevail, and it is there when these products become a source of income for families and for local economic growth, consolidating family businesses.

Such enterprises in artisanal contexts not only seek to achieve financial goals and objectives, but also to enhance social and cultural capital, which in turn builds pillars of stability and innovation (Liguori, Muldoon, Ogundana, Lee, & Wilson, 2024).

In order to meet their primary needs, artisan families make their products and market them through different means, managing this commercial activity in the form of a business unit that allows them to earn an economic livelihood and contribute to the development of their community.

Innovation and craft innovation

Innovation has been and continues to be a key business tool for adapting to the constant changes in the environment and helps companies to keep up in an increasingly competitive market.

This tool is deeply involved with history due to its constant evolution within economic contexts and organizational practices, sometimes generated by technological advances, economic changes or business initiatives (Oki, 2024).

Innovation becomes a daily task, it is a continuous and dynamic process which determines the survival or disappearance of a company, it is through it that business competitive advantages and real benefits for different stakeholders and for the environment are detonated (Canizales, 2020).

Companies arise from the search for the satisfaction of user needs through the supply of products or services, however, these needs linked to expectations are constantly updating and changing, which can be met through innovative processes.

Innovating requires integrating a series of tangible and intangible resources such as knowledge, technology, the human factor and any other type of element that promotes the development of added value to a product or service (García, Tumbajulca, and Cruz, 2021).

Although innovation is a latent need in companies, it is not so easy to implement or execute if the necessary resources are lacking to put it into practice.

Applied innovation provides new and successful solutions to problems, improvements in effectiveness and profitability, capitalisation of knowledge, development of competitive advantages, empowerment of creative and strategic thinking (Hernández, Domínguez and Caballero, 2007).

This business tool helps in the daily actions of companies by providing creative and unique solutions to the barriers and obstacles that arise for business development.

In the handicraft sector, innovation has been integrated in organizational, technical and aesthetic forms in order to achieve a positioning in the markets of artisans as competitive subjects, especially in the last two decades, producers have diversified their products with notable improvements for the final presentation to consumers (Lugo, Ramírez, Navarro, and Estrella, 2008).

The increase in both supply and demand for handicrafts has prompted producers to seek new strategies to stand out in the market, one of the most important and transcendental of which has been product diversification. With innovation, artisans obtain benefits such as redesigning their products, improving distribution channels, local, national or even international positioning (Vásquez, Lucas, and Rodríguez, 2022). There are multiple benefits that artisans can obtain from the implementation and start-up of innovation in their economic activity, the most notorious of which has been product innovation with which crafts have evolved in their forms of presentation, designs or even diversity of new product lines.

Unit of analysis

San Antonino Castillo Velasco is an Oaxacan municipality belonging to the Valles Centrales region, part of the Ocotlán district, located thirty-five kilometres from the capital city of Oaxaca de Juárez (Honorable Ayuntamiento Constitucional de San Antonino Castillo Velasco [HACSACV], 2022). See figure below

Box 1



Figure 1

Macro location of the municipality of San Antonino Castillo Velasco, Oaxaca, Mexico.

Source: Adapted from Plan Municipal de Desarrollo Sostenible de San Antonino Castillo Velasco 2022-2024

The municipality is a community with approximately six thousand inhabitants. Its main economic activities include the sale of handicrafts, the cultivation of roses and work with reeds (Castañeda de la Cueva, 2018).

The cultural heritage of San Antonino Castillo Velasco, Oaxaca is composed of:

- Original textile crafts outstanding for their embroidery techniques passed down from generation to generation with international recognition and whose garments can take up to six months of work or more depending on the complexity of the item.
- Gastronomy based on and recognised mainly for the yellow chicken, pork or beef empanadas, made with firewood on a clay comal accompanied by lettuce and onion with lemon and chilli.
- Traditions and festivities where music and dances are elements of community enhancement, among the main festivities are: the fifth Friday of Lent, Palm Sunday, Mondays on the hill, Day of the Dead festivities, sacadas and fandango and the traditional mayordomías (HACSACV, 2022).

According to the 2020 Population and Housing Census of the National Institute of Statistics and Geography (INEGI), 71.9% of the municipal population is employed or has an independent economic activity (HACSACV, 2022). According to INEGI's 2019 National Statistical Directory of Economic Units, 452 commercial establishments were identified in San Antonino Castillo Velasco with 106 different economic activities, of which fifteen are dedicated to the activity of tailoring, embroidery and weaving of textile products, representing 3.31 % of the total (HACSACV, 2022).

However, according to the census carried out by the Artisans Committee of the municipality, there are approximately 160 textile artisans and around 30 workshops. For many years, mainly the women of the community have promoted for generations the art of a unique style of embroidery in the state, producing mainly blouses that are currently internationally recognised, this being their typical product that gives them identity (HACSACV, 2022).

The artisan activity of San Antonino Castillo Velasco has led the Secretary of Tourism of the Government of the State of Oaxaca to consider the municipality part of the "Magic Route of Handicrafts", recognised for its embroidery and one of the most distinguished regional costumes in Oaxaca (HACSACV, 2022).

Method

The approach of this research is mixed, using the qualitative techniques of participant observation and unstructured interviews with craftswomen from the community, a comparative process was developed between two artisan enterprises, one that promotes innovation and the other that presents resistance due to the ideology of preserving its culture and identity intact.

On the other hand, the quantitative research developed from questionnaires allows us to identify the degree of innovation applied in the community's artisan enterprises.

The research is descriptive-comparative in nature as it seeks to determine the levels of innovation in the artisan enterprises of San Antonino Castillo Velasco, Oaxaca, Mexico, and to show the comparison between those that implement it and those that do not.

It is a non-experimental study, observing reality in its own context without manipulating the categories of the study in any way, and it has a cross-sectional design as the data collection was carried out at a specific moment in time.

In order to take a representative sample of the artisan enterprises in the community, the simple random probability sampling method was used. This type of sampling consists of drawing a significant number of individuals at random from a population, calculated using statistical formulas. In the case of small populations, this type of sampling is often difficult to carry out efficiently (Casal and Mateu, 2003). Once the mathematical procedure was carried out, the result of the sample size was obtained, which is: 39 artisan enterprises, which means that the questionnaires were applied to this result in order to give a reliability of 95% on the population size.

Results

The artisan enterprises of the municipality offer a great diversity of blouses, dresses and now other types of garments such as shirts of different shapes and colours with embroideries originating in the community, these products carry within themselves history and a part of the life of the hands that create them, that is to say, of the artisans, some products due to their complexity take months to produce, making use of their own techniques shared throughout history for the creation of the embroideries and always trying to make unique and exclusive pieces for the clients who are mainly national and international tourists.

The emblematic and typical handicraft of San Antonino Castillo Velasco, Oaxaca is a blouse embroidered with the five original techniques. See Figure 2.

Box 2



Figure 2

Typical embroidered blouse from San Antonino Castillo Velasco, Oaxaca.

Source: Adapted from Plan Municipal de Desarrollo Sostenible de San Antonino Castillo Velasco 2022-2024. HACSACV, 2022, p.115

This section of results is subdivided into two stages of the study: the first focused on a comparative analysis of two artisan enterprises with a great difference in the applicability of innovation, and the second, a statistical analysis to describe the dimensional levels of innovation as reflected in the practices and importance given by the artisans.

For the comparative analysis, the following artisan enterprises were taken as a reference:

Pablo-Calderón, Karla de los Ángeles, Castillo-Leal, Maricela, Cruz-Cabrera, Blasa Celerina and Cruz-García, Leobardo Daniel. Innovation, culture and crafts, a triad for the development of handicraft companies in San Antonino Castillo Velasco, Oaxaca. Journal of Business and SMEs. 2024. 10-26:10-19
<https://doi.org/10.35429/JBS.2024.26.10.10.19>

Aguja de plata: artisan enterprise that is a pioneer in the innovation of artisan products in the community, aiming to innovate two fully authentic products per year.

El Águila Real: a traditional artisan company that only produces and markets the typical crafts of the community.

The differences between the two artisan companies are significant from the observation of the points of sale they have and the results they have obtained from their management practices and implementation of innovation.

"Aguja de plata" has a signposted establishment where, through shelves, it presents and displays the large number of products it has for sale, it has a wide range of diversity not only in terms of different products, but also in terms of the immense diversity of designs, the owner shared with us that her company has exported to different parts of the world, to Europe, the United States and even Japan. They have adapted the colours of their garments according to the preferences of some countries, for example, Germany where shades of black and grey are in great demand, quite the opposite of the typical blouse which is white with multicoloured embroidery. See Figure 3 and 4.

Box 3



Figure 3
Embroidered earrings from San Antonino Castillo Velasco, Oaxaca, Mexico.

Source: Aguja de Plata (2024)

Despite having a large stock of products, in an interview it was shared that the products are in short supply due to the high demand for them, either through the point of sale or through social networks or national or international shipments. In addition, this company has sought to place its products in mass events such as exhibitions or craft fairs, not only in the state but also internationally, where they show and exhibit their innovative products, arguing that sometimes the number of pieces they place in these events is insufficient due to the high demand they have.

This artisan company has been a reference and example for others that have emerged in the community, based on the collaborative work that has been developed between the owner and other artisans, and is one of the most important at a local level due to the results and growth that it has maintained over time.

The innovation present in "Aguja de Plata" is manifested in the products, processes, work models, marketing strategies and other elements.

Box 4



Figure 4
Embroidered blouse from San Antonino Castillo Velasco, Oaxaca, Mexico with black and grey shades

Source: Aguja de Plata (2023)

Pablo-Calderón, Karla de los Ángeles, Castillo-Leal, Maricela, Cruz-Cabrera, Blasa Celerina and Cruz-García, Leobardo Daniel. Innovation, culture and crafts, a triad for the development of handicraft companies in San Antonino Castillo Velasco, Oaxaca. Journal of Business and SMEs. 2024. 10-26:10-19
<https://doi.org/10.35429/JBS.2024.26.10.10.19>

On the other hand, the company "El Águila Real" does not have a physical point of sale, its production and sales are carried out in the home of the owner family, which is not adequate for what is required for an attractive point of sale, it does not have a stock of products as it practically produces on customer orders and only offers the blouse and the traditional dress of the community, it has only managed to offer diversity in terms of the colours used for the design of the garments but without losing the essence of the handicrafts.

It does not constantly employ the use of social networks or other digital media to disseminate, promote and market its products, nor does it participate in mass sales events such as fairs or exhibitions, all of which is reflected in a low level of sales and positioning with respect to other artisan enterprises in the community. See Figure 5.

Box 5



Figure 5

Embroidered blouse from San Antonino Castillo Velasco, Oaxaca, Mexico by the company "El Águila Real"

Source: El Águila Real (2021)

Directly, the results obtained by the two companies analysed in the comparative exercise are reflected mainly in their profitability, productivity, positioning and competitiveness, in which there are large variations between them.

With regard to the quantitative results of the research, it is important to consider that innovation is a multifactorial variable, and to measure it in this study the following dimensions were used: product innovation, product diversity and innovation culture.

Once the questionnaires had been applied to the corresponding sample of this study, the descriptive statistical analysis of the dimensions selected to measure innovation in artisan enterprises was carried out and the results were plotted as follows. See the following graphs.

Box 6

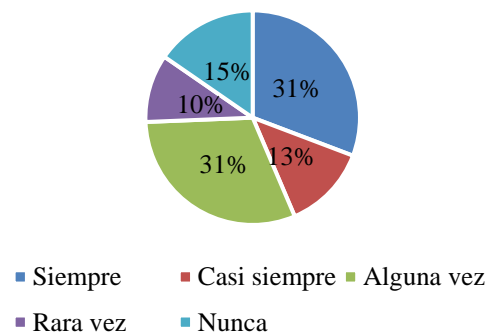


Figure 6

Graph of product innovation

Note: Own elaboration with data collected from the surveys applied

In San Antonino Castillo Velasco, artisans identify the current needs of increasingly demanding customers, which is reflected in the fact that almost all artisan companies implement innovation processes by diversifying their product lines to offer to their customers, however, there is still a segment that resists implementing innovative processes.

Box 7

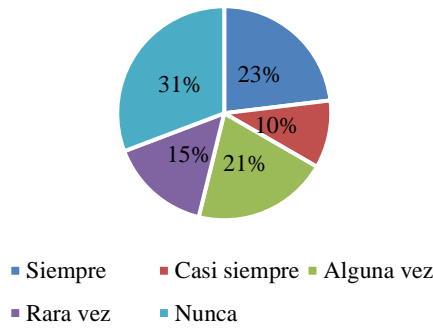


Figure 7

Graph of product diversity

Note: Own elaboration with data collected from the surveys applied

The artisan companies are transcending not only the sale of the blouse and the typical local dress, but also diversifying the textiles in terms of designs and colours, but also expanding the product portfolio by using and embedding the emblematic embroidery of the community in wallets, key rings, accessories, bows, tablecloths, furniture, shoes, belts, ties, or any other product that the client demands.

In the case of Aguja de Plata, the company's goal is to innovate two totally original and novel products every year, which they present at an important event during the year. There are very few artisan companies that resist product innovation and continue to promote only the blouse with the typical style of the community.

Box 8

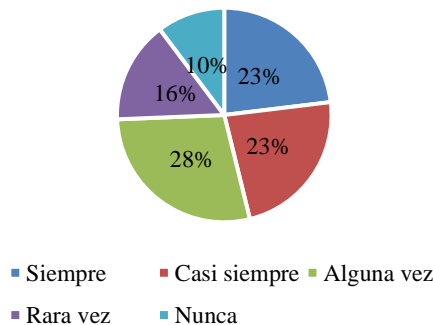


Figure 8

Innovation culture graph

Note: Own elaboration with data collected from the surveys applied

The culture of innovation turns out to be a gradual process in the artisan enterprises of San Antonino Castillo Velasco, according to the identification of needs and competition, they seek to maintain and preserve innovation as an element of growth and positioning in the markets.

Innovation is in a gradual process of application in the artisan enterprises of San Antonino Castillo Velasco, Oaxaca. The instrument applied verifies that this tool is not unknown to the artisans and that to a large extent they recognise its importance in order to maximise their benefits and results.

Conclusions

Innovation represents a tool for growth and development for artisan enterprises, and has an impact on their profitability through increased sales, not only through product diversification, but also through the implementation of new and improved marketing processes or the use of diverse and innovative sales media, both digital and physical.

Resistance to change is always a difficulty for business growth and the artisans of San Antonino Castillo Velasco, Oaxaca, who only offer the typical products of their handicraft sector, are victims of the consequences.

Innovation is a variable directly linked competitiveness, the former promotes added value and advantages over competitors, and also encourages producers to be and remain constantly updated with respect to trends and needs.

From an analytical point of view, innovating the product does not lead to a loss of cultural identity, but to an adaptation to the only constant, which is change.

Companies such as Aguja de Plata that seek to sustain continuous innovation with the constant diversification and launch of new products have not infringed on the essence of the handicraft itself, since these products continue to be made by hand, without technological equipment that promotes mass production, in addition, each handicraft produced and sold has unique elements that make them unique pieces, emphasising that the embroidery of the diversity of products offered are made with the ancestral techniques of the community. Crafts are a product with economic value, but also social and cultural value, the latter depends not only on the design of the product, but also on the whole process, techniques, history and knowledge of the artisan who makes it.

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 could have influenced the article reported in this paper.

Authors' contribution

Pablo-Calderón, Karla de los Ángeles: Contributed to the project idea and desk research.

Castillo-Leal, Maricela: Contributed to the research method and technique.

Cruz-Cabrera, Blasa Celerina: Contributed to the analysis of information for the description of results.

Cruz-García, Leobardo Daniel: Contributed to the development of the fieldwork and the production of graphs of the results.

Availability of data and materials

The data were obtained from documentary research in databases and freely accessible academic repositories and also through fieldwork with the application of research techniques.

Funding

This project was funded by the Tecnológico Nacional de México.

Acknowledgements

We are grateful to the Tecnológico Nacional de México, which provided the financial resources for the development of the research through the project funding.

Abbreviations

HACSACV Honorable Ayuntamiento Constitucional de San Antonino Castillo Velasco (Constitutional City Council of San Antonino Castillo Velasco)

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Social Responsibility: a commitment of Higher Education institutions

Responsabilidad Social: un compromiso de las instituciones de Educación Superior

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CONAHCYT classification:

Area: Humanities and Behavioral Sciences

Field: Pedagogy

Discipline: Organization and planning of education

Subdiscipline: Organization and management of educational institutions

 <https://doi.org/10.35429/JBS.2024.26.10.20.25>

History of the article:

Received: July 25, 2024

Accepted: December 30, 2024

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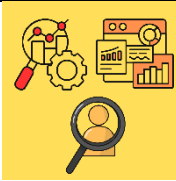



Abstract

This article addresses the importance of the criterion of commitment to social responsibility in higher education, highlighting the essential form of which it is a part. It focuses on the methodology used in an analysis carried out in a Higher Education Unit in Northern Mexico, evaluating academic programs through the criteria set forth by the National System for the Evaluation and Accreditation of Higher Education (SEAES) in terms of commitment to social responsibility. The results reveal that the strongest point is the Master's level programs, standing out for the number of programs related to the field of social responsibility. This analysis concludes by revealing the relevance of the commitment to social responsibility in higher education degrees.

Resumen

En el presente artículo se aborda la importancia del criterio de compromiso de responsabilidad social en la educación superior, destacando la forma esencial de la que forma parte. Se enfoca en la metodología utilizada en un análisis realizado en una Dependencia de Educación Superior del Norte del México, evaluando los programas académicos a través de los criterios que plantea el Sistema Nacional de Evaluación y Acreditación de la Educación Superior (SEAES) en términos de compromiso de Responsabilidad Social. A través de los resultados se revela que el punto más fuerte son los programas realizados a nivel Maestría, destacándose por la cantidad de programas relacionados con el ámbito de Responsabilidad Social. Este análisis concluye develando la relevancia del compromiso de Responsabilidad Social en grados de educación superior.

Social Responsibility: a commitment of Higher Education institutions		
Objectives	Metodology	Contribution
		

Commitment, Social Responsibility, Academic Programs

Responsabilidad Social: un compromiso de las instituciones de Educación Superior		
Objetivos	Metodología	Contribución
		

Evaluación, Responsabilidad Social, Programas Académicos

Citation: Palomares-Ruiz, María Blanca Elizabeth, Torres-Bugdud, Arturo, Treviño-Cubero, Arnulfo and Báez-Villarreal, Esteban. Social Responsibility: a commitment of Higher Education institutions. Journal of Business and SMEs. 2024. 10-26:20-25



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Peer review under the responsibility of the Scientific Committee [<https://www.marvid.org/>]-in the contribution to the scientific, technological and innovation Peer Review Process through the training of Human Resources for the continuity in the Critical Analysis of International Research.



Introduction

Higher education institutions (HEIs) play a crucial role in the education of responsible citizens who are aware of their environment. Through various methods of study and research, a culture of social responsibility can be fostered that has a positive impact.

By conducting an analysis in a higher education institution in the north of the country, data was collected on one of the seven indicators (commitment to social responsibility, social and gender equity, inclusion, excellence, social innovation, vanguard and interculturality) proposed by the National System of Evaluation and Accreditation of Higher Education (SEAES) belonging to the Ministry of Public Education (SEP) in Mexico, at educational levels such as bachelor, specialty, master and doctorate. The evaluation carried out has been fundamental for the revelation of how the institutions carry out their programmes of commitment to Social Responsibility.

For this purpose, the evaluation exercise was carried out in HEIs with related programmes in accordance with the criteria set out by the SEAES.

Background

Social Responsibility is a concept that has gained great relevance in various spheres of society, with greater emphasis on the educational sector, focusing this analysis on higher education. The university has a great task to carry out, and it is related to offering an integral education to its students, raising its interest in the teaching of values, in terms of personal and professional ethics and Social Responsibility (SR). (Pegalajar, 2021) Likewise, this analysis shows how Social Responsibility has evolved as a response to the growing demand for HEIs to contribute to the development of professionals in the context of what is happening in the world.

Theoretical framework

Over the years, the relevance of higher education has increased with a series of reforms, programmes and policies designed to enhance and improve quality. The following is a timeline highlighting the importance of HEI evaluation.

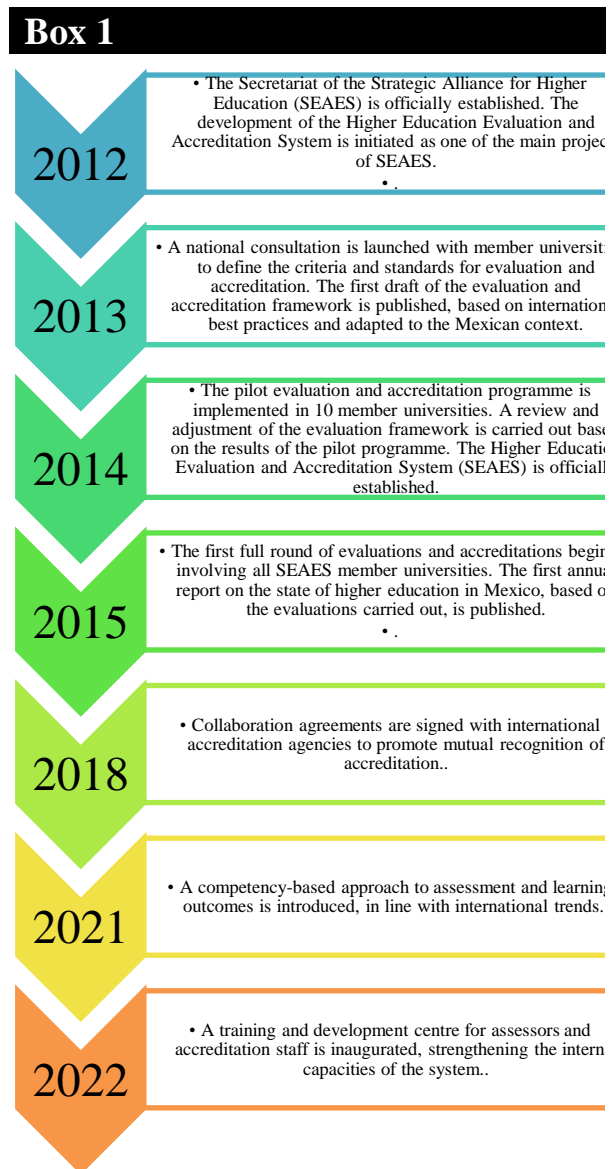


Figure 1
Timeline of the National System of Evaluation and Accreditation of Higher Education

In this way, the changes and reforms imposed by the SEAES have generated criteria that achieve a significant improvement in the field of higher education.

The constant development of citizenship, as well as the exponential growth of industry, has meant that Social Responsibility in education implies a reinforcement of its contribution to the development and welfare of the society in which young professionals are in the process of training.

According to SEAES (2023) it states that:

The criterion of commitment to Social Responsibility refers to the way in which the institution assumes its responsibility and social leadership in its own context and the most sensitive problems of the surrounding communities, with the aim of contributing to the creation of a more just, free, inclusive and peaceful society, as well as to sustainable development and care for the environment, at local, regional and national level; and to the preservation, enrichment and dissemination of the goods and values of the various cultures and with solidarity-based internationalisation. (...) The commitment to the Social Responsibility of higher education must be evaluated in terms of the adequacy between what society expects of institutions and what they do (...). Social Responsibility is based on the urgency of incorporating a social-ethical perspective as a framework for decision-making in all higher education activities, so that the values, principles and norms that guide them are subject to critical reflection and collective deliberation. It requires assuming that the fundamental mission of higher education is to serve society and its sustainable future, i.e. the search for well-being, equity, justice, peace, freedom and care for the environment, among other current challenges (CONACES, 2022: p. 55-56).

The purpose of USR is to promote in students, as well as in the academic and administrative staff of each institution, the commitment to form generations with empathy and concern for the good of society (González Ibarra, A. N., Palomares Ruiz, M. B. E. & Torres Bugdud, A., 2022, p. 125).

On the other hand, Kyambade et al. (2024) represent that:

'Broadly speaking socially responsible leadership as a multi-level phenomenon involving individuals, groups and organizations that emphasises leadership effectiveness, ethical behaviour, respect for stakeholders, and economically, socially and environmentally sustainable practices'.

Furthermore, HEIs have a responsibility to generate knowledge through research and innovation, creating future professionals who have an active perspective of their responsibility towards their environment with ethical and civic values.

"It consists of fulfilling the duty to assume the consequences of one's actions; it is also trying to ensure that actions are carried out in accordance with a notion of justice and the fulfilment of duty in all senses". (Antúnez & Martínez, 2010)

"Social responsibility means producing knowledge, training professionals and creating culture for the reality in which an educational institution is actively inserted. For this reason, the university must not only look outwards; it must rethink itself from within" (Días cited by Baca, 2015, p. 85).

In this aspect of engagement in the face of the adversities that may arise in such an uncertain future, it is necessary for young people to be aware of the constant change they face and to take responsibility for it.

The main role of the university is to develop the functions of teaching, research and Social Responsibility; this allows to create a broader vision of the needs in the community generating competent professionals and causing positive impact on the environment and society (Pumacayo, Calla, Yangali, Vasquez, Arrátia & Rodríguez, 2020).

As Garbizo Flores, Noraida, Ordaz Fernández, Mayra, & Hernández Martín, Juan Carlos (2021) express:

University Social Responsibility, in its inescapable nexus with educational work, is revealed as a necessary relationship in the training of integral professionals, based on the assumption of criteria and indicators that are expressed in the ethical, organizational, environmental, social and knowledge dimensions, which in their integration allow the university institution to become visible as a scenario of transformation par excellence and centre where the training of professionals, citizens and people converge.

University Social Responsibility is also revealed as "a new philosophy of university management that aims to renew the social commitment of the university and facilitate innovative solutions to the challenges facing higher education in the context of a globalised but unsustainable world in its patterns of development" (Valleys, 2014, p.3).

In this regard, Gaete (2015) expresses: "A socially responsible university, from my point of view, is one that seeks to develop all its products, whether at the level of research, links with the environment or training of professionals in a real assimilation or coincidence with the needs of the region or territory where the university is located" (p.100). In accordance with the above, the concept of Social Responsibility can be understood from different points of view, and finally, each human being must be aware of the consequences of their actions.

Methodology

In conducting this analysis, quantitative and qualitative techniques were used to capture the complexity of the aspect of commitment to Social Responsibility in terms of criteria provided by SEAES. The approach ensures an effective understanding of the results presented in the indicators that show the findings in this area and allow for a deeper interpretation of the related trend.

Results

On the basis of the above-mentioned concept of Social Responsibility in a HEI in Northern Mexico, indicators were developed based on one of the seven areas of SEAES, in this case the area of commitment to Social Responsibility. Three criteria were grouped in the graphs to classify the programmes related to the area of Social Responsibility: programmes as part of the formally approved curriculum, internal programmes but independent of the curriculum and external programmes (evaluations of the achievement of the traits of the graduate profile carried out by external entities); this with the objective of identifying which of these criteria predominates over the other academic grades. Through the data collection, Figure 2 shows the 145 programmes related to the Social Responsibility criteria according to the SEAES at undergraduate level; where section A stands out with 72 programmes as part of the formally approved curriculum, section B shows 30 internal but independent programmes from the curriculum and section C contains the 43 external programmes (evaluations of the achievement of the traits of the graduate profile carried out by external entities), and section C contains the 43 external programmes (evaluations of the achievement of the traits of the graduate profile carried out by external entities).

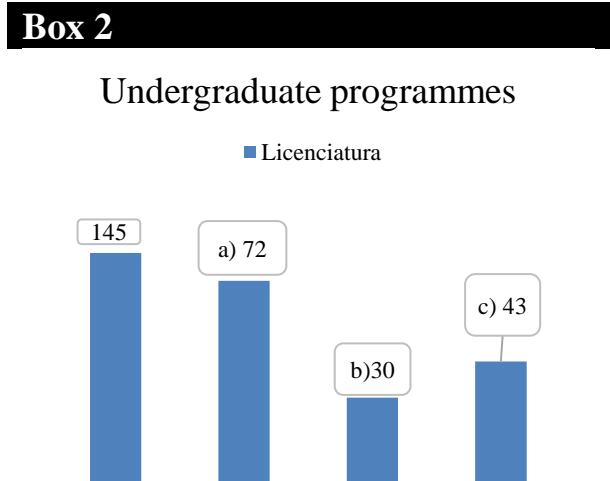


Figure 2
Undergraduate Social Responsibility Engagement Programmes

Subsequently, Figure 3 shows the total of 98 total programmes on Social Responsibility at specialty level, showing a priority in item A with 48 programmes as part of the formally approved curriculum, in item B a total of 5 internal but independent programmes of the curriculum and finally item C with 45 external programmes (evaluations of the achievement of the traits of the graduate profile made by external entities), and in item C with 45 external programmes (evaluations of the achievement of the traits of the graduate profile made by external entities), such as the evaluation of the traits of the graduate profile made by external entities).

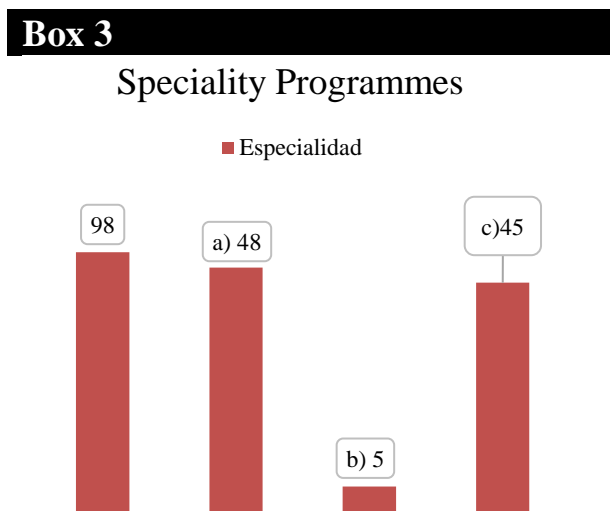


Figure 3
Social Responsibility Commitment Programmes at Speciality level

In **Figure 4**, with the Social Responsibility programmes at Master's level, there are a total of 198 programmes, standing out above the other academic levels, with 87 programmes in section A as part of the formally approved curriculum, 53 internal programmes in section B but independent of the curriculum and 58 external programmes in section C (evaluations of the achievement of the traits of the graduate profile carried out by external entities).

Box 4

Master's Programmes

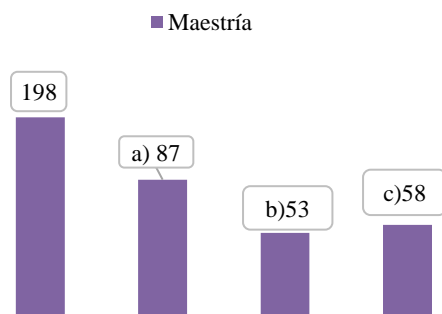


Figure 4

Commitment to Social Responsibility Programmes at Master's level

Finally, the programmes related to Social Responsibility at doctoral level reflected in Figure 5 were analysed, giving a total of 82 programmes where item A obtained 30 programmes as part of the formally approved curriculum, item B by 23 internal programmes but independent of the curriculum and item C by 29 external programmes (evaluations of the achievement of the traits of the graduate profile carried out by external entities), and item C by 29 external programmes (evaluations of the achievement of the traits of the graduate profile carried out by external entities).

Box 5

Doctoral Programmes

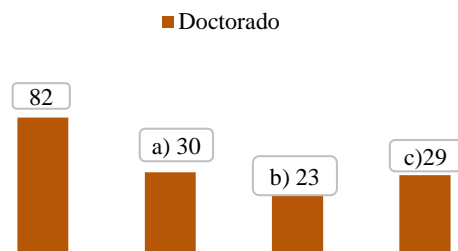


Figure 5

Commitment to Social Responsibility Programmes at Doctorate level

Conclusions

On the basis of the results obtained, the programmes of commitment to social responsibility at the bachelor's, master's, specialist, master's and doctoral levels of education are highlighted on the basis of the SEAES criteria.

As part of the analysis, it was highlighted that at master's level there are 198 programmes on Social Responsibility with the SEAES criteria. These data reflect that, although there is a commitment to social responsibility at all levels of education, there are significant variations in the number and type of programmes offered.

Finally, the analysis fulfils the function of verifying the HEI's commitment to Social Responsibility, while not neglecting the necessary improvement at each level and not downplaying the importance of the most outstanding level to what has been achieved today.

Declarations

Conflict of interest

The authors declare that they have no conflict 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

Palomares-Ruiz, María Blanca Elizabeth: Contributed to the project idea, research method and technique.

Torres-Bugdud, Arturo: Contributed to the project idea, research method and technique.

Treviño-Cubero, Arnulfo: Contributed to the project idea, research method and technique.

Báez-Villarreal, Esteban: Contributed to the project idea, research method and technique.

Availability of data and materials

Public domain.

Funding

The research was carried out independently and on the merit of the data developers.

Acknowledgements

The higher education institutions are thanked for their collaboration in the initial evaluation exercise in the higher education evaluation and accreditation systems.

Abbreviations

CONACES	National Council for the Co-ordination of Higher Education
IES	Higher Education Institutions
SEAES	Higher Education Evaluation and Accreditation System
SEP	Secretary of Public Education
RS	Social Responsibility

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Analysis of sustainability in a company of the oil sector in the south-marine area in the states of Tabasco and Campeche for the generation of an improvement proposal

Análisis de la sustentabilidad en una compañía del sector petrolero del área sur-marina en los estados de Tabasco y Campeche para la generación de una propuesta de mejora

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Clasificación CONAHCYT:
Area: Social
Field: Economics Sciences
Discipline: General Economy
Subdiscipline: Resource Planning

 <https://doi.org/10.35429/JBS.2024.26.10.26.36>








History of the article:
Received: August 11, 2024
Accepted: December 20, 2024



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

Abstract

The objective of this article is to analyze the impact of sustainability in an oil company, considering the variables of the context. It seeks to understand how these variables influence the sustainability strategies implemented by the company and its overall performance. An exhaustive bibliographic review of academic studies, company reports and press articles related to sustainability in the oil industry was carried out. Case studies of leading companies in the sector were analyzed to identify best practices and challenges in the implementation of sustainability strategies. A comprehensive view of the impact of sustainability in an oil company is provided, considering the various dimensions of the context in which it operates. The main sustainability strategies implemented by oil companies are identified and their results are analyzed. In addition, the challenges and opportunities faced by oil companies on their path to sustainability are discussed.

Objetives	Methodology	Contribution
 Analyze the impact of sustainability	 Bibliographic review	 Integral vision of sustainability impact
 Understand the influence of variables	 Case analysis	 Identification of sustainable strategies
		 Model proposal

Resumen

Este artículo tiene como objetivo analizar el impacto de la sustentabilidad en una empresa petrolera, considerando las variables del contexto. Se busca comprender cómo estas variables influyen en las estrategias de sustentabilidad que implementa la empresa y en su desempeño general. Se realizó una revisión bibliográfica exhaustiva de estudios académicos, informes de empresas y artículos de prensa relacionados con la sustentabilidad en la industria petrolera. Se analizaron casos de estudio de empresas líderes en el sector para identificar las mejores prácticas y los desafíos en la implementación de estrategias sustentabilidad. Se proporciona una visión integral del impacto de la sustentabilidad en una empresa petrolera, considerando las diversas dimensiones del contexto en el que opera. Se identifican las principales estrategias de sustentabilidad que implementan las empresas petroleras y se analizan sus resultados. Además, se discuten los desafíos y las oportunidades que enfrentan las empresas petroleras en su camino hacia la sustentabilidad.

Objetivos	Metodología	Contribución
 Analizar el impacto de la sustentabilidad	 Revisión bibliográfica	 Visión integral del impacto de la sustentabilidad
 Comprender la influencia de las variables	 Análisis de casos	 Identificación de estrategias sustentables
		 Propuesta de modelo

Sustainability, Integral and Strategies

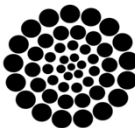
Sustentabilidad Integral y Estrategia

Citation: De la O-Rodriguez, Karen Poulette, Morejón-Sánchez, Juana María, Eliseo-Dantés, Hortensia and Meneses-Hernández, José Luis. Analysis of sustainability in a company of the oil sector in the south-marine area in the states of Tabasco and Campeche for the generation of an improvement proposal. Journal of Business and SMEs. 2024. 10-26:26-36



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Introduction

"The oil and gas industry plays a key role in global energy production, but its operations often pose significant environmental and social challenges" (Emeka-Okoli, S. et al., 2024).

In this context, the need arises to assess the sustainability of a company operating in this sector, with the aim of identifying opportunities to improve its practices and minimise its environmental footprint, as well as to improve part of its productivity in relation to the environment.

The study focuses on three key dimensions: environmental, social and economic, with the objective of identifying the company's strengths and weaknesses in each of them. The company's current practices in environmental management, social responsibility and economic performance will be assessed, identifying its strengths and weaknesses.

Unlike other research that has been carried out on the subject, this thesis is characterised by its holistic approach, as productivity will also be assessed in relation to contextual variables.

From this analysis, a proposal for improvement will be formulated that will include recommendations to reduce the environmental impact of the company's operations, improve the working conditions of its employees and strengthen its commitment to local communities.

Rationale

It is important for companies to enter into the context of sustainability, because it allows for improved management that is appropriate to the company's needs. In other words, *'it is an alternative to the traditional growth model and maximisation of profitability to formulate this type of management model that aims to generate mechanisms that favour permanence in the market'* (Portales, et al, 2009).

The implementation of a sustainable model is fundamental for the long-term success of the company.

The economic, environmental and social benefits of sustainability are clear and compelling. By taking a proactive approach to sustainability, you can help position yourself as a leader in the energy industry and contribute to a more sustainable future for all. Sustainability is not just an option for business, it is a necessity. By not adopting a sustainable model you risk falling behind and missing out on important opportunities.

Overall objective

To carry out an analysis of the sustainability of a company in the hydrocarbon sector in the south-marine area in the states of Tabasco and Campeche in order to generate a proposal for improvement.

Specific objectives

To make an integral diagnosis through the application of measurement tools, in such a way that we start from the general to the particular.

To design a business sustainability proposal for the company in the south-marine area.

Research hypothesis

The context variables influence the sustainability of the company in the south-marine area.

Theoretical framework

The most significant antecedent of sustainability arises from the environmental movements in the United States in 1962. In 1987, the possibility of growth with development and care for resources, i.e. *'growth that satisfies the needs of current generations without endangering future generations'* (González, 2011).

Sustainability means the existence of certain economic, environmental, social, cultural and political conditions that allow these two principles to be fulfilled: harmony with nature and social justice, which implies a redefinition of the role played by human beings within the biosphere and a profound change in the relationships established between different social and racial groups.

The concept of sustainability has been related to the environment, but over the years contextual variables have been integrated into this relationship. According to (Calvante, 2007), *‘Sustainable development refers to the capacity that the human system has developed to satisfy the needs of current generations without compromising the opportunities and resources for the growth and development of future generations*, on the one hand, there is awareness and reflection when talking about future generations, and the environmental component (Ramírez, Sánchez, & García, 2004) because when talking about resources, we must necessarily mention the environment, which is where all the resources that man needs to subsist are found.

The relationship between the oil sector and sustainability is evident. This relationship is evidenced by the environmental, social, technological, cultural and political impacts generated by the sector (Baii, Guillén, & Abreu, 2017).

The term sustainable development has a very broad meaning, referring to the set of changes in the economic, institutional and political structure of the different countries of the world. It is synonymous with improvement, progress, indicating a change towards a situation that is preferable to the current one, leading to a positive transformation.

‘Sustainability is the ability to achieve sustained economic prosperity over time while protecting the planet's natural systems and providing a high quality of life for people’ (Calvente, A. 2007). (Calvente, A. 2007).

Large organizations and nations were concerned with their economic growth, but did not consider the consequences that were generated; instead, they only considered what they believed would give them productivity, but this productivity was fixed only on the economic aspect, without even taking into consideration whether their employees were being paid adequately. An analysis was needed as a result, as suggested by Espinosa, J. to assess sustainability, if necessary. In addition to being quantitative, sustainable development objectives are also qualitative. Development is a dynamic process that is constantly unbalanced and tends to improve the living conditions of everyone on the planet.

Sustainable Development proposes three fundamental pillars: the economic, the social and the environmental, by uniting the three pillars we have as a result the dimensions of sustainability, the equitable, the bearable and the viable (Escuela Nacional Colegio de Ciencias y Humanidades, 2017).

Economic, economic expansion generates wealth that has to be made compatible with the social and environmental. Ecological damage and resource depletion must be avoided. Innovation and efficient and clean technologies must be used. To aim to boost our growth means that future generations will be richer, have a higher income per capital and a higher quality of life. Sustainable behaviour means creating value from an economic point of view.

Socially, Sustainable Development proposes that future generations have the same or more opportunities than previous generations. It aims to lay the foundations for an improvement of our economy through incentives for the improvement of education, knowledge and innovation. The concept of equity is also implicit in this social dimension: intergenerational equity: this involves considering the demand of future generations in the costs of present economic development. Intergenerational equity: implies the inclusion of hitherto disadvantaged groups (e.g. women heads of households or the disabled) in decision-making. Inter-country equity: a change is needed between the relations between developed and developing countries.

Environmental, this dimension is based on the idea that sustainable development depends on the capacity of actors, including institutions and different economic agents, to understand and manage all that is framed by natural resources in the long term, renewable and non-renewable resources.

Biologically speaking, sustainable development presupposes that cycles must be closed in an effort to mimic nature and that the economy is circular, to avoid producing waste as these resources either return to nature or are used as raw material for other manufactured goods, therefore, production systems are created to use only renewable energy and resources.

On the other hand, sustainable development implies advancing simultaneously in five dimensions: economic, human, environmental, institutional and technological.

Economic activity under the perspective of sustainability cannot continue to operate under the motto '*business as usual*'. Progress must be made to change the '*polluter pays*' paradigm to the '*pollution prevention pays*' paradigm. The market can take advantage of the opportunities offered by the application of national and international environmental regulations, the implementation of cleaner and more efficient production processes and the addition of value to raw materials in its favour and in favour of sustainable development. In a sustainability scheme, it is not the growth of production that counts, but the quality of the services provided.

The goal of sustainable development is to improve the quality of life of all people by eradicating poverty, addressing basic needs and achieving income equality. Given that environmental constraints are real, poverty reduction requires both economic growth and meaningful development. However, this increased growth for the poor must be balanced with stabilization of output for the rich. It is also crucial to achieve demographic stability, curb over-consumption and move towards building human and social capital.

It is not possible to conceive of development and human life without the sustenance of nature. Development models are inevitably linked to ecological and environmental issues. In a sustainable model, the use of natural and energy resources is limited to their regenerative capacity and the generation of waste to the assimilative capacity of the ecosystem.

A low level of representation of the population in state initiatives and action, as well as excessive centralism, are clearly unsustainable. Sustainability implies making significant progress in the decentralization of political and administrative decision-making in order to stimulate new forms of organization and citizen participation. To reduce dependence on natural resources for some economic activities and to raise the level of production, innovation and technological development must be accelerated.

The search for and transition to more efficient technologies in industrialised nations, as well as the creation of cleaner and more efficient technologies in rapidly industrialising nations, are implicit in the technological dimension. Appropriate, small-scale technologies need to be developed to boost agricultural productivity, etc., in developing countries with agriculture-based economies.

In recent decades, both environmental and sustainability indicators have boomed and proliferated. However, systematic studies of sustainability and environmental indicators at scale, where scale is understood as the spatial, temporal, quantitative or analytical dimensions used to measure and study a given phenomenon, are so far very scarce. This scarcity affects the international, national and regional level.

Indicators to monitor progress in different dimensions are needed to help decision and policy makers at all levels to stay focused on the path to sustainable development. The process of developing indicators is slow and complex and requires numerous consultations.

When a new indicator appears it must be tested and modified in the light of experience and quality of life. While economic indicators are commonly used, social, environmental and institutional indicators are essential to get a more complete picture of what is happening with development.

Open Access Digital Institutional Repository, National University of Quilmes The Constitutional Reform of 1994 incorporates the Environmental Clause in its Art. 41, a provision that has been regulated through the minimum budget laws that have been added for more than a decade. This article enshrines the right of every person to a healthy and balanced environment and, to this end, assigns the authorities to carry out a series of actions aimed at achieving sustainable development. The legal protection of the environment must be projected into the future, taking into account the irreversibility of the damage that may result from human activities. According to most definitions, corporate social responsibility refers to the practice voluntarily adopted by companies of integrating social and environmental considerations into their daily operations and interpersonal interactions.

Being socially responsible involves going beyond legal requirements by investing 'more' in human capital, the environment and interpersonal relationships with stakeholders.

Going beyond legal compliance can boost a company's competitiveness, based on lessons learned from investing in environmentally friendly technologies and business practices. Productivity can also be directly affected by applying stricter standards than those required by social legislation, such as in the areas of training, working conditions and management-employee relations. It offers a means of managing change and balancing social progress with increased competition.

Corporate social responsibility should not be seen as a replacement for laws or regulations governing social rights or environmental standards, and cannot stop the creation of new and appropriate standards. In nations that do not have such regulations, efforts should concentrate on establishing the appropriate legislative or regulatory framework to define a uniform environment from which to develop socially responsible practices.

While the promotion of social responsibility has so far been associated mainly with a few large or multinational companies, it is important in all types of companies and all sectors of activity, from SMEs to multinational enterprises. As the main contributors to the economy and job creation, small and medium-sized enterprises, including micro-enterprises, need to increase their use.

While many SMEs have already taken their share of social responsibility, particularly through their involvement at the local level, greater awareness and support for the dissemination of good practices could help to promote social responsibility among this particular class of enterprises. The interests of other stakeholders are structurally embedded in worker cooperatives and participatory systems, as well as in other business entities (cooperatives, mutuals or associations), and these entities voluntarily assume social and civic responsibilities. Some enterprises that pay sufficient attention to social and environmental issues claim that engaging in such activities can boost growth, generate higher profits and generate better results.

It is a new activity that needs to be fully evaluated for many companies in the long run.

It is possible to separate the direct and indirect effects of social responsibility on the economy. Directly beneficial results can come, for example, from better working conditions (which increase employee engagement and productivity) or from the effective use of natural resources. In addition, indirect effects are achieved through increased focus of investors and consumers on the business, which will increase its market opportunities. On the other hand, a company's reputation may occasionally suffer if its business practices are criticized. The company's main assets, such as its brands or reputation, can be affected by this. For this, constant monitoring of its environment, both internally and externally, is essential.

According to Beltrán Ayala et al (2020), the PESTEL method '*is a strategic analysis technique to determine the external environment affecting the following factors, namely political, economic, socio-cultural, technological, ecological and legal. It consists of determining the forces affecting the specific environment: sector, employment market, target groups, competition, among others*'.

On the other hand, the TIEP is a technique that allows a comprehensive evaluation of the productivity of an organization or productive unit (Appendix A). It is based on the measurement of 10 elements that cover different aspects of the company, which are:

1. Conceptual approach to the company: This refers to the understanding and analysis of an organization from a holistic and integral perspective.
2. Process knowledge: This is the in-depth understanding of how a system works. This involves knowing the different steps involved in a process, the people responsible for each step, the resources needed and the tools used.
3. Social scope of the organisation: This refers to the interaction between the company and the society in which it operates.

- Planning management: This refers to the establishment of objectives, goals, strategies, policies, values, philosophy, programmes such as the AOP (Annual Operating Programme), therefore, this element seeks to evaluate the effectiveness of strategic planning management.
- Management participation: This refers to a business management model in which workers actively participate in the company's strategic and operational decision-making. It seeks to create a more democratic working environment and to foster employee responsibility and commitment.
- Organizational creativity and innovation: These are fundamental pillars for the success of organizations in today's world. Fostering a culture that values creativity and innovation is key for organizations to adapt to change, be competitive and generate long-term value.
- Knowledge of the customer(s): This refers to a deep understanding of the characteristics, needs, behaviours and preferences of your customers.
- Technological development: It is a continuous process that involves the creation, innovation and application of new technologies.
- Macroeconomic knowledge: Everyone in the organization must understand how the economy as a whole works.
- Integral human resource development: This is an approach that seeks to enhance the skills, knowledge and attitudes of employees so that they can reach their full potential, both individually and professionally. This approach goes beyond simple training and focuses on creating a work environment that is conducive to the personal and professional growth of employees.

Methodology

The methodological scheme consisting of stages to be followed during the research is shown below (see figure 1).

The design of the study will be carried out by sequencing activities so that the analysis of the context allows the identification of internal and external problems that correspond to an important part of the coordination of management and strategic planning. Therefore, its correct application will provide the current results of the company, allowing to determine the factors that affect its culture, goals, objectives, processes and information flow.

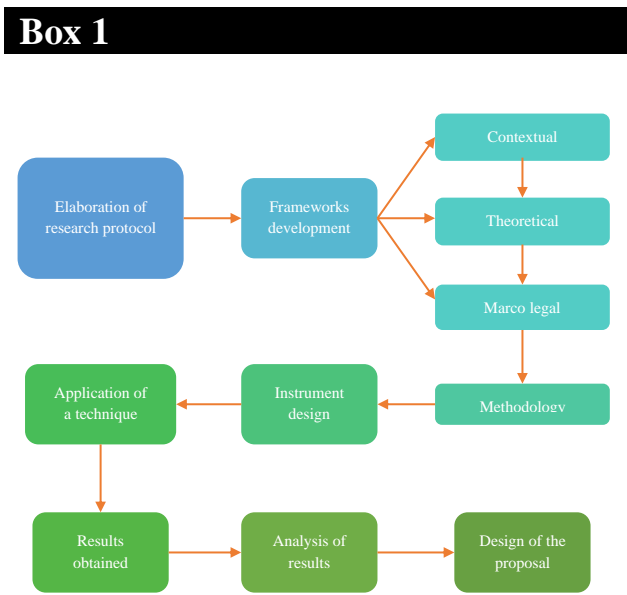


Figure 1
Methodological outline of the research

Source: Author's perspective, 2023

It is important to establish the general context of the research, including the research problem, justification, background and delimitation of the topic.

Having a research protocol that details the research objectives, the methodology to be used and the resources required.

Having the frameworks as support to have (Contextual framework) a detailed description of the context in which the research problem is located; (Theoretical framework) to review and analyse the existing literature on the research topic; (Legal framework) to identify the laws, rules and regulations that are relevant to the research.

Selecting appropriate research techniques or tools to collect data, such as surveys, interviews, observation or experimentation. This will enable data to be collected and analysed using statistical or qualitative techniques, as appropriate.

Presenting the results of the research in a clear and concise manner. And designing a proposal for improvement.

Results

The results obtained from the application of the PESTEL analysis and the Integrated Productivity Evaluation Technique (TIEP) are intended to provide an overview of the external and internal factors that influence the productivity of a company, and how these factors can be used to develop improvement strategies.

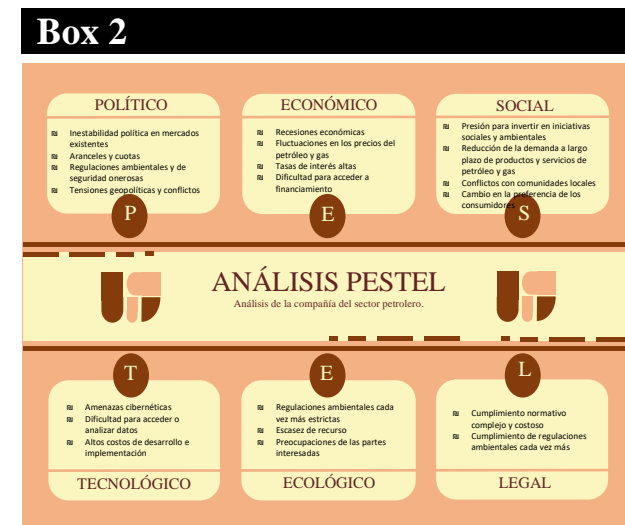


Figure 2
PESTEL analysis of the challenges facing the study company

Source: Author's perspective, 2024

Figure 2 shows the challenges that the company under study has to face, where:

Political

Political instability in existing markets where the company operates can generate uncertainty and risk to its operations. This may include changes in government policies, expropriation of assets or civil strife.

Tariffs and quotas on imports and exports can increase costs and reduce your competitiveness.

Burdensome environmental and safety regulations can increase costs and hinder your operation.

Geopolitical tensions and conflicts can disrupt oil and gas supplies, increase prices and create safety risks for employees.

Economic

Economic downturns can reduce demand for oil and gas products and services, which can negatively affect revenues.

Fluctuations in oil and gas prices can affect oil sector company profitability.

High interest rates can increase costs.

Difficulty in accessing financing may limit the ability to invest in new projects and expand.

Social

Growing concern about the environmental impact of the oil and gas industry may generate pressure to adopt more sustainable practices and reduce its carbon footprint.

Growing concern about climate change and the development of alternative energy sources may reduce long-term demand for oil and gas products and services, which could negatively affect the company's operations.

The company's operations may generate conflicts with local communities, which may damage its reputation and increase its costs.

Stakeholder expectations of corporate social responsibility may require it to invest in social and environmental initiatives, which may generate additional costs.

Trends towards renewable energy and energy efficiency may reduce long-term demand for products and services.

Technological

Increasing sophistication can pose a significant risk to operations and reputation.

Difficulty in accessing or analysing data can make it difficult to make informed decisions.

High costs of developing and implementing new technologies can make it difficult for the company to remain competitive.

Ecological

Increasingly stringent environmental regulations can increase costs and make it difficult to operate. Scarcity of natural resources, such as water and land, can increase costs and make it difficult to operate.

Stakeholder concerns about the environmental impact of operations can damage your reputation and increase your costs. Air and water pollution from oil and gas industry operations can damage the environment, create public health risks and affect the company's reputation.

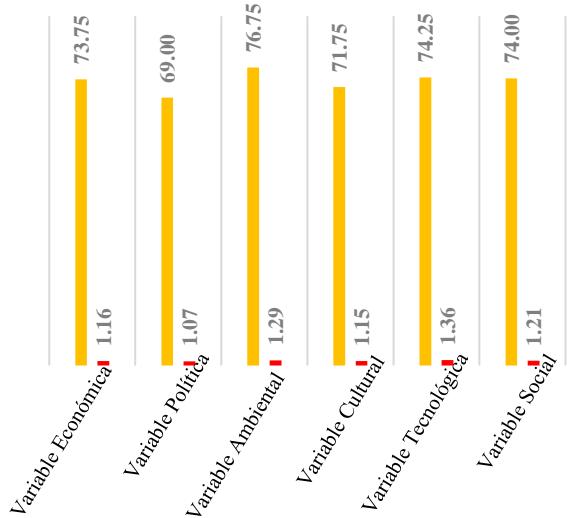
Legal

Compliance with environmental, labour and safety regulations can be complex and costly for the oil company.

Labour laws and safety regulations can affect the oil company's labour costs and human resource management practices. The company must protect its intellectual property, such as patents and trade secrets, to maintain its competitive advantage. It must comply with all applicable laws and regulations in the countries where it operates, which can be complex and costly. On the other hand, Graph 1 and Graph 2 represent the results obtained through the application of the Integrated Productivity Assessment Technique.

Box 3

Averages per variable



Graph 1
Averages by company variable
Source: Author's perspective, 2024

The impact of variables on sustainability:

Economic variable: double-edged: boost to profitability if managed wisely, but risk of negative repercussions if not properly controlled.

Political variable: favourable regulatory framework: an ally for sustainability; hostile or unstable political environment: an obstacle that generates negative consequences.

Environmental variable: Significant negative impact: oil operations generate irreversible damage to the environment.

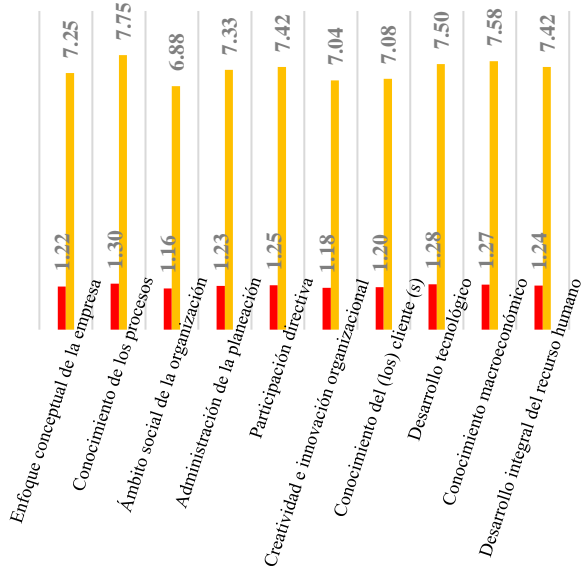
Cultural variable: Positive relations with local communities: key to success; disrespect for cultural norms or dissatisfaction with consumer expectations: ingredients for failure.

Technological variable: Clean technologies: driver of sustainable progress; irresponsible use or failure to adapt to technological change: sources of negative consequences.

Social variable: Social responsibility and employee welfare: pillars of sustainability; inadequate relations with employees or local communities: generators of negative impacts.

Box 4

Averages per item



Graph 2
Averages by company variable
Source: Author's perspective, 2024

The analysis of the simple and composite average per element is as follows:

Conceptual approach of the company: (Simple average: 7.25 and composite average: 1.22) no clear and defined vision of sustainability.

Knowledge of processes: (Simple average: 7.75 and composite average: 1.30) there is not a good knowledge of sustainable processes.

Social scope of the organization: (Simple average: 6.88 and composite average: 1.16) not a good relationship with its customers.

Management planning: (simple average: 7.33 and composite average: 1.23) the company does not have effective strategic planning for sustainability.

Management involvement: (Simple average: 7.42 and composite average: 1.25) Managers are not actively involved in sustainability management.

Organizational creativity and innovation: (Simple average: 7.04 and composite average: 1.18) The company does not encourage creativity and innovation in sustainability.

Knowledge of the customer(s): (Simple average: 7.08 and composite average: 1.20) the company does not have a good knowledge of the needs and preferences of customers in terms of sustainability.

Technology development: (Simple average: 7.50 and composite average: 1.28) the company is not investing enough in sustainable technology.

Macroeconomic knowledge: (Simple average: 7.58 and composite average: 1.27) economic changes affecting sustainability are not being closely monitored.

Comprehensive human resource development: (Simple average: 7.42 and composite average: 1.24) the company is not investing in comprehensive human resource development in sustainability.

Proposal

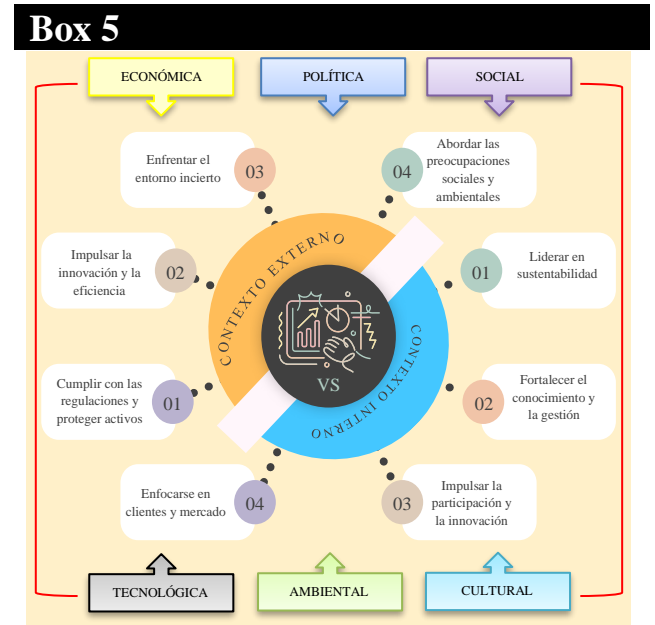


Figure 3

Proposed model for improvement

Source: Author's perspective, 2024

External context:

Political: Monitor and mitigate risks, diversify operations, build strong relationships, advocate for fair policies.

Economic: Manage financial risks, optimise costs, innovate products, consider strategic mergers.

Social: Commit to sustainability, invest in CSR, open dialogue, adapt to consumer expectations.

Technological: Invest in R&D, adopt automation and robotics, data analytics, robust cybersecurity.

Green: Reduce carbon footprint, efficient water management, prevent and mitigate pollution, circular economy.

Legal: Rigorous regulatory compliance, monitoring and adapting to legal changes, intellectual property protection, litigation management.

Internal context:

Conceptual approach: Clear vision, integration into strategy, sustainability culture.

Process knowledge: Impact assessment, environmental management system, clean technologies.

Social: Strong relationships with communities, respect for human rights, diversity and inclusion.

Planning management: Strategic plan, resource allocation, performance indicators.

Management involvement: Sustainability leadership, integration in performance evaluation, communication at all levels.

Creativity and innovation: Encourage creativity, sustainable R&D, protection of intellectual property.

Customer insight: Market research, sustainable products and services, communication of commitment.

Technology development: Investment in clean technologies, development and commercialization, partnerships.

Macroeconomic knowledge: Monitoring changes, identifying opportunities, managing financial risks.

Integral human resource development: Training, motivation, leadership, integration into the culture.

Conclusions

The current environment presents both challenges and opportunities for the company. The company must be able to adapt to changing market demands, customer expectations and technological advances. At the same time, it must identify and seize opportunities arising from the energy transition, the growing demand for sustainable energy and the need for responsible business practices.

To navigate this dynamic environment, the company needs visionary leadership that can guide the company towards a sustainable and profitable future. It requires sound strategic management that integrates risk assessment, long-term planning and timely decision-making.

In addition, the company must demonstrate a genuine commitment to sustainability, corporate social responsibility and the creation of shared value for all its customers.

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

De la O-Rodriguez, Karen Poulette: Contributed to the project idea and the design of the improvement model.

Morejón-Sánchez, Juana María: Contributed to the methodology and recommendations for the design of the proposal.

Eliseo-Dantés, Hortensia: Contributed to the provision of information on the management of the Integrated Productivity Evaluation Technique.

Meneses-Hernández, José Luis: Contributed to the statistical section of the project and recommendations for the design of the proposal.

Availability of data and materials

Data were obtained by applying instruments directly to the study subjects.

Funding

This study was funded by CONAHCYT under grant number 836084.

Acknowledgements

We thank CONAHCYT for funding the research thesis during the period 2022 to 2024.

Abbreviations

ART	Article
CONAHCYT	National Council for Humanities, Science and Technology.

Article

ETC	Etcetera.
I+D	Research + Development.
PESTEL	Political, Economic, Socio-cultural, Technological, Ecological, Legal.
PYMES	Small and medium-sized enterprises.
POA	Annual Operating Programme.
RSE	Socially Responsible Company.
TIEP	Integrated Productivity Assessment Technique.

Support

Portales, L., de la Torres, C. G., Ruelas, G. C., & Pérez, O. A. (2009). [Modelo de sustentabilidad empresarial penta-dimensional: Aproximación teórica](#). *Administración y organizaciones*, 12(23), págs. 113-19.

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Background

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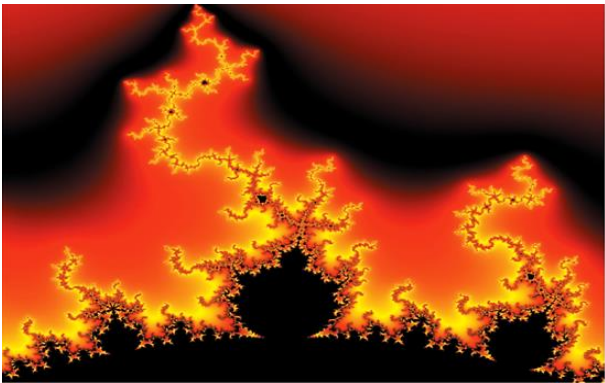


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ANN Artificial Neural Network

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