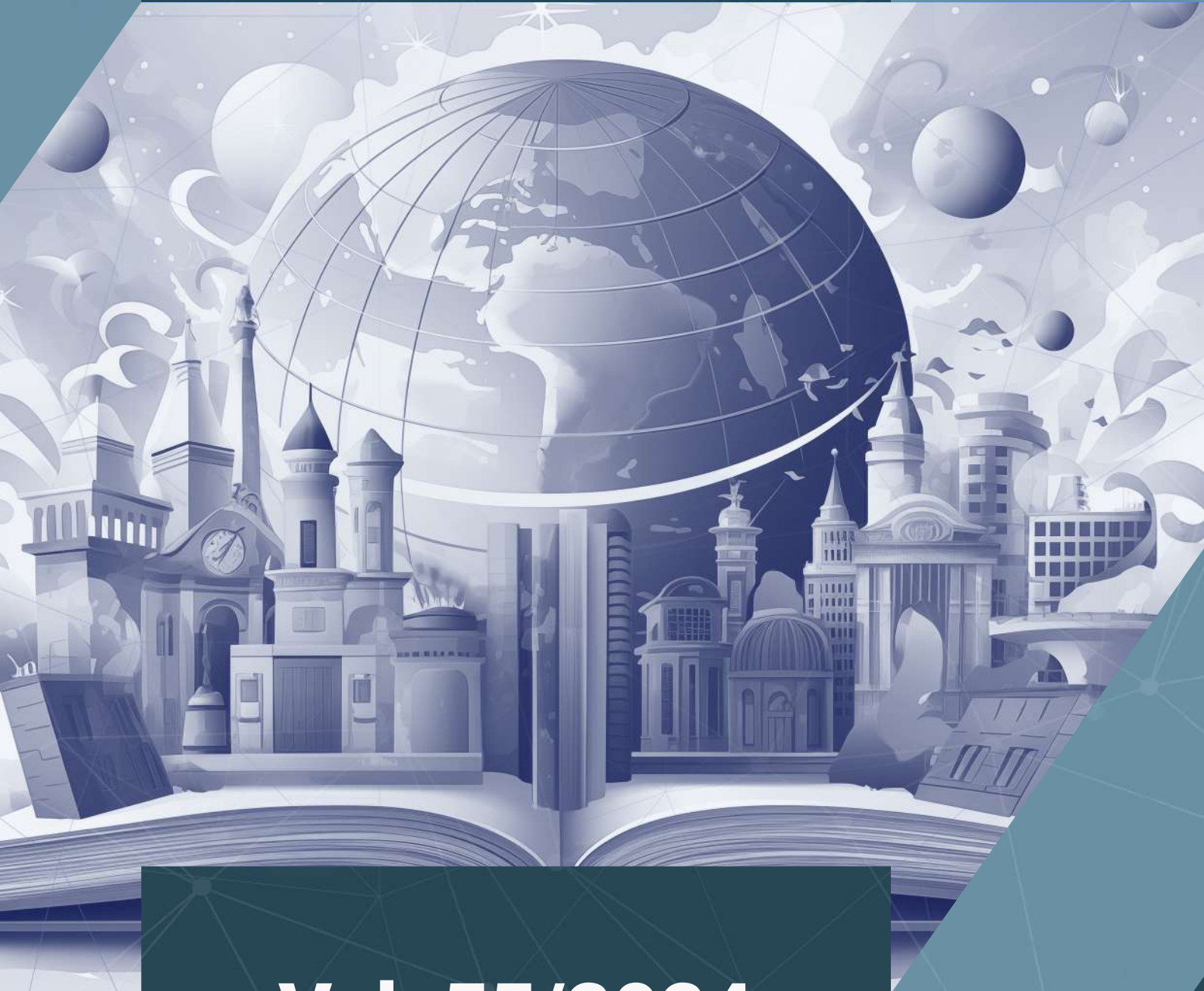




**TECHNIUM**  
SOCIAL SCIENCES JOURNAL



**Vol. 55/2024**  
A New Decade for Social Changes

**PLUS**  
**COMMUNICATION P**



International  
Communication & PR

## Entrepreneurial culture in small businesses in Sinaloa

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**Abstract.** This research work aimed to analyse the conditions of entrepreneurial activity and culture in the environment of small businesses in Sinaloa, considering the relevance and correlation between success stories and their processes. The importance of this topic is that there is a requirement for administrative orientation since the functions of the partners are related to the administrative role, and they have been updating themselves in the processes and management of local and international transactions that mark the new orientations. In this way, innovative techniques and strategies are required to deal with conflicts in relation to the above. Likewise, this will enable them to develop and implement strategies and actions aligned with the technological and sustainable (social, economic, and environmental) advances that are demanded today in the rules of world trade. Hypothesis. Adequate management is considered a pillar for the long-term success of small businesses, motivating the innovative spirit of an organisation's partners, and creating competitive advantages for the organisation over its competitors.

**Keywords.** Entrepreneurial culture, Management, Small enterprises

### *Introduction*

The present research is categorically aimed at describing the conditions of entrepreneurship in small enterprises in the Sinaloa region, considering commercial activity as a basic aspect.

The importance of this work lies in the theoretical approaches as well as the answers that already exist for these questions, which represent the support to venture into the search for new results.

The description of the relevant factors of the problem is approached, to deal with the concepts and theories that support the results of research on entrepreneurial conditions and capacity, considering the role of the participants in their different roles.

When the entrepreneurial values have some important degree of generalisation in the members of the organisation and after a considerable time observing them, it can be said that a certain culture has been achieved and if this culture is entrepreneurial, characterised by being

effective, efficient, responsible, and other essential values of this concept of proactive companies, then cultural studies become a necessary condition for planning the future of localities, regions or countries.

The context of the organisations is participating in processes of greater openness in the region, which has become more relevant since the 1990s, when competitive conditions have become apparent with a greater number of participants, from different regions, countries, and economic capacities, to operate in a more demanding environment, with greater diversification in products and services. These conditions generate greater challenges for the units that have fewer resources, by subjecting them to higher quality and innovation processes, thus presenting an environment with social, technological, and cultural changes in the organisations, creating a complex competitive environment.

The general conditions observed in a superficial way show the weakness that exists in the consolidation of adequate reports of financial statements, where the requirement stands out only for tax action, in the case of formal organisations since there is an environment with a great backwardness in this sense, there are almost null cases of financial control for planning purposes in this type of organisations, and a fifth part carries control for credit purposes in formal institutions.

The general conditions observed in a superficial manner show the weakness that exists in the consolidation of adequate reports of financial statements, where the requirement stands out only for tax action, in the case of formal organisations, since there is an environment with a great lag in this sense, there are almost no cases of financial control for planning purposes in this type of organisations, and a fifth of them have control for credit purposes in formal institutions.

There is a great lag in the forms of invoicing and organisation, so there is an important limitation in terms of support and credits from the State.

### ***Methodology***

It is a qualitative study, characterised by the study of the properties and qualities of the organisational context, perceptions, expectations in a non-quantified perspective.

Qualitative method. A qualitative, exploratory type of research is applied. According to Jiménez-Domínguez (2000) qualitative methodologies start from the basic hypothesis that society is founded on meanings and symbols.

Interviews. The information obtained from owners and participants of the organisation is mainly verbal, although there is access to documentary data that is presented within the same process, where the relevance of the emergence of the company, the marketing process, suppliers, competition, human resource management, technological and material resources, economic and political factors, among others, are emphasised from a guide.

In the participants, the elements of goals and tasks, working hours, communication, rights, and the categories linked to employee satisfaction are stated.

The consideration of customers in the field study considers the quality of products and services, as well as prices.

Case study. The case study was used in the sense of the specification that is exercised in the location of specific units such as small enterprises in the municipality of Guasave, Sinaloa, within the commercial sector. This decision was taken after conducting an exploratory study of a sample of MSMEs (Micro, Small and Medium Enterprises) selected from the list of companies registered by INEGI (National Institute of Statistics and Geography) in its database called DENUE (National Statistical Directory of Economic Units).

### ***Theoretical framework***

#### ***Context***

99.8% of enterprises in Mexico are MSMEs and account for 72.3% of employment, which is 99% and represents 60% for the Latin American and Caribbean region (OECD, 2020).

Entrepreneurs of small enterprises need to grow in their knowledge, skills, and attitudes in these perspectives where strategies in adequate administrative processes and updating in the forms of supply for the manufacture and marketing of products and services are required.

According to research carried out by ECLAC (Economic Commission for Latin America and the Caribbean), business organisation with an emphasis on the local market and with financing from public finances and the private sector in Mexico originated in 2000, with the incorporation of the states into a select group that represents a quarter of the country and whose purpose is to promote the economy of micro and small businesses in these regions, the GERCO group (Economic Group of the Central Western Region) (ECLAC, 2008).

#### ***Entrepreneurial culture***

According to Garzón (2004: p. 80), "entrepreneurs are people with a business vision, who present a conduct and direct their behaviour to the development and generation of an innovative spirit, with the objective of creating more efficient and profitable business opportunities". They are individuals who commit their time, intelligence, capacity, and work to research, build and adapt these ideas into successful businesses in today's market. This in turn leads to private profit, development, and permanent growth of the organisation, achieving success where others see disappointments and failures, where the key to success lies in innovation, talent and creativity, which makes them agents of change.

Robbins (2005) points out that the context of entrepreneurs is based on their spirit, social responsibility, and ethics in the search for new opportunities.

Entrepreneurship is considered an important driver of innovation and productivity, and is beneficial at any stage of economic development, so an entrepreneurial orientation is fundamental for the preservation and progress of business, which ultimately leads to the economic growth of countries, where multiple factors are manifested that exert a positive environment for equal opportunities, where culture is the conductor of the orchestra and the entrepreneur is the catalyst for success in business.

According to Lumpkin and Dess (1996) equal opportunities that lead to the development of an entrepreneurial culture are determined by five variables in individuals: autonomous, innovative, risk-taking, proactive, and aggressive in competition. A high level of values in each of the above factors ensures a strong entrepreneurial culture.

It is necessary to promote cultural, political, and social values that enhance the capacity for innovation, leadership, and social responsibilities (Rodríguez and Gómez, 2014). Basic education and the family must work towards training through a relationship between educational processes and the activity of productive organisations (Navarro, Bayona and Pacheco, 2020; Álvarez-Risco, et al., 2021).

The studies carried out by Stevenson and Jarillo (1990: p. 17), on entrepreneurship consider three approaches: 1) The economic approach or the results of the entrepreneur's actions, a point of view adopted by economists such as Schumpeter, Kirzner and Casson. 2); The psychological and sociological approach, i.e. the causes of actions, with an emphasis on

the person, their individualism and interaction with their background, environment, goals, values, and motivations; 3) The entrepreneurial management approach, i.e. the methods of how entrepreneurs are able to achieve their goals, independent of personal reasons for achieving them and oblivious to environmental stimuli and the causes of such actions.

The proposed vision understands entrepreneurship as something broader than "venture capital", or intra-entrepreneurial processes of venture capital and start-up. Entrepreneurial behaviour, following the tradition of economists initiated by Schumpeter, seeks growth through innovation, whether this is purely technological, or innovation driven. But the search for opportunities, whether through company-specific or external structures, is at the core of entrepreneurship, both individual and corporate. This is a process that is based on the detection of opportunity, the willingness to pursue it, and the confidence and likelihood of success. The implications for education are very clear: entrepreneurship is more than the creation of new enterprises. It is a process for which some skills are highly relevant. Many of these skills are teachable. In fact, the implications for teaching may also go beyond the field of entrepreneurship, as entrepreneurial management can be seen as a different "mode of management" from traditional management, with different requirements for control and reward systems, for example" (Stevenson and Jarillo, 1990: p. 25).

Berger (1991) points out that the entrepreneurial culture of the manager is one of the factors of innovation, of the increase in the efficiency of organisations and of the market, responding in a relevant way to the challenges. SMEs play a very important role in the economy of a country. It is important that the entrepreneurial spirit penetrates the minds of entrepreneurs and that it is an innovative factor and an added value to economic activity, as Berger (1991) cites, that countries with an opposition to entrepreneurial culture such as the former Soviet Union, achieve nothing and end up disappearing, while in places where entrepreneurship is cultivated, such as India, China, Singapore among other Asian countries, they are currently progressing rapidly.

The task of entrepreneurship is linked to social economic requirements, as the result can lead to solutions in the economic environment at all levels and to overcome difficult situations such as the COVID-19 pandemic (Vega, Bautista, Martínez, 2020, p. 106).

Lee and Peterson (2000) argue that the level will always be dependent on the culture exhibited by a country: entrepreneurial culture depends on the mix of cultural factors, which together, combine to facilitate, or hinder, a high rate of equality of opportunity. There is controversy in the handling of Hofstede's dimensions in the context of entrepreneurial culture, as Tiessen (1997) argues that individualism and collectivism should be seen as two separate factors and not as a continuous process, since both can contribute to economic growth and innovation in entrepreneurial activities, i.e. individual members do not necessarily follow the dimensions set by the culture of the nation to which they belong, it is possible that there is a deviation from these dimensions, as Morrison (2000) states, on a macro level it can be accepted that people belonging to a certain culture tend to show collective cultural similarities, however, on a micro level cultural orientation of an individual may differ.

The classical liberalism of Adam Smith (1776) quoted by Berger (1991) states in relation to individual interest, that the owner of an organisation does not intend to generate a benefit for others, but for his own interest, although in the pursuit of his own benefit, generates a benefit for others.

*Theories of entrepreneurial culture.*

a) *Ecological population theory.* This theory states that entrepreneurial culture is determined by the context rather than by the skill, innovation, or decision-making of the entrepreneur. It provides a model for the entrepreneurial function, trying to decide entrepreneurial changes, that is, the possibility of births and deaths within a set of companies, which can be in a city, a state or a country, so its objective is to determine the factors and environmental variables that cause changes in the percentage of creation or innovation of companies, as well as the prediction of births and deaths of companies within a set of them. (Brunet and Alarcón, 2004).

According to Veciana (1998), cited by Brunet (2004), the basic assumptions of this theory are:

a) That current organisations do not have the capacity to adapt to the inertia in which they have performed.

b) That periodic reconversions in the environment lead to the creation of new companies.

c) That changes in the demographic indices of the people generate the creation or death of companies (Brunet and Alarcón, 2004).

In summary, the theory asserts that the entrepreneurial culture is influenced by the characteristics and changes of the environment, which will allow enterprises to survive if their structure is in accordance with the series of influences or factors of the environment, assures that the entrepreneur reflects the environment, and his choices are based on the characteristics of the business network in his region.

Population ecological theory asserts that, although people behave intentionally, this cannot be taken as a benchmark, or attributed to the formation of firms because of intentional or identifiable action. That is, environments, such as opportunity structures, represent an impediment, which can benefit or harm this process. According to Brunet (2004) it is these environmental constraints or circumstances that establish the rate of formation of new organisations, the rate of mortality and the rate of change of organisations.

b) *Institutional framework theory.* This theory asserts that the rules of the game are what determine the entrepreneurial culture of the individuals, since they implicitly include the limitations and opportunities that individuals must make decisions in their social environment, the economic aspect, as well as the political sphere of the companies. According to North (1990), in this environment there are the rules of the game (individuals) and the players (companies), where the former define the ways in which the economic game is played, while the latter use their resources and capabilities to win the game according to the agreed rules and, depending on the benefit or harm, see to what extent they can transgress them to be the winner.

According to North (1990), there are three aspects that influence institutional change or development.

a) Institutions tend to minimise uncertainty, due to the clarity of the rules of the game, favouring the creation of new companies and this theory reveals their birth, establishment and disappearance based on three aspects: Property rights, which underlie the set of individual and social incentives of the system; the role of the state in monitoring property rights and the reactions of companies to the rules of the game implemented by the institutional framework.

b) The demand for a commitment to change as much as institutional change, which involves a change of rules, structures or organisations that impede economic development.

c) The improvement in national competitiveness occurs if the entrepreneurial culture is allowed to improve the internal organisation of companies, their capacities, and abilities to face the changes and situations of the environment, that is, by clarifying the rules of the game, thus achieving national economic development (North, 1990).

This theory explains how in some places there is a higher level of entrepreneurial culture compared to other places, this is because in some areas there are more examples or cases of successful business creation, which allow their owners to have a better way of life, so people ask themselves: If he was able to do it, why can't I do it and do it better? According to Brunet (2004), in the case of family businesses, it is common to find descendants who are always thinking about a new business, since their lives were shaped by an entrepreneurial culture, and they also have the support and experience of their family to create a new business and make it grow.

c) *Network theory*. The network theory states that it is much easier to create a company or make it grow when there is intercommunication and chain reactions between companies and entrepreneurs who interact in a dynamic environment, which allows for close relationships in the field of productive activities. A network system is a related arrangement between specialised companies within a value chain of a specific product, allowing its members to create competitive advantages in a specific economic line of business. It also allows them to react more quickly to sudden changes in the economic, political, and social system of this globalised world in a more accurate way.

Economic policy has driven start-ups, governments, universities, chambers of commerce and some commercial enterprises, the establishment of incubator programmes and they have in the "incubator organisation theory" the main objective, the creation of enterprises.

This theory states that business incubators determine not only the number of new companies, but also generate an entrepreneurial culture that motivates and positively contaminates the business partners, finding many connections with future customers, suppliers, accounting, legal and political professionals, and with other entrepreneurs in the same field. According to Brunet (2004), this means that business incubators have the capacity to attract organisations that emanate from university activity and benefit the emergence of small businesses that seek to achieve a new discovery in a marketable product.

The need for entrepreneurship is to reach regional competitiveness, generating capacity conditions in social and economic organisations provided with skills and abilities to boost social groups. It is the way to link to the cultural formation that includes everything that a society does to exist in favourable conditions, which does not only represent the creation of new economic units (Cantillo, Pedraza and Suarez, 2021).

Martínez and Padilla (2020) consider that new organisational structures, processes, and practices are determinant for success and economic growth (p.123).

The subsidy-based approach to research and development (Bojórquez and Pavía, 2011; López-Salazar, et al. 2014) has created competitive capacity in SMEs. In this point, processes linked to globalisation have moved to contexts of greater competitive capacity, although with greater demands to reach market positioning (Ramos-Soto, et al. 2020, p.32).

The entrepreneurial culture must always consider educational activities at all levels, proposing a system scheme that contemplates the vocation and capacity for creation and development (Quispe Fernández, et al. 2022, p. 301).

### ***Results***

Some entrepreneurs, at the age of 20, have the intention to start a business and with that purpose, a decision is made not to embark on a professional career. The start of their business is fraught with different kinds of mistakes as they make their decisions without the initial guidance of other co-workers, although they are now considered a successful organisation. Initial limitations are related to lack of knowledge, which is linked to lack of experience.

The company's activities in the beginning were relaxed, due to the owner's time requirement, who scheduled a year for technical training in administration in the city of Guadalajara, Jalisco.

The intention is to have a good organisation from the beginning and the learning of the administrative process with some knowledge and the inertia of interviews, training, customer service, product management, prices, and the rest of the activities.

### ***Organisation***

Now, the owner has the role of administration, considering agreements and negotiations with customers and suppliers, manufacturers, and international trade issues.

The company is registered with the Ministry of Tax Administration as a public limited company with variable capital.

Its administrative structure has ten employees, where oral communication is developed and not written, where well-defined tasks and responsibilities are determined.

*Vision.* The organisation seeks to be a leading company in the field of product commercialisation, considering a legal product, which allows it to be useful for economic stability in the strong competition of the current market.

*Control.* There is a computerised process of inventory revision that has been perfected with what is known in the process and with the requirements of the company, in addition, the design in the software is carried out by a specialist who is contracted to provide this service to the company.

*Suppliers.* The agreements and contracts with suppliers consider in an important way the direct products from the factory, where there are adequate negotiations to seek competitive capacity, in addition, there is business with the importing companies in the country, where the care of the rules in relation to the minimum purchase amounts are contemplated.

In this sense, precautions are taken regarding the quantities purchased to obtain benefits in terms of volume and, furthermore, to be part of the preferences with suppliers. The characteristics of the products and the price and quantity management of the company's customers play an important role in this respect. Price and quantity offers are taken advantage of in relation to the conditions of the movement of my products in the market, where price setting is also considered.

The storage capacity also plays an important role in the negotiation of quantities with suppliers, where it is important to emphasise that the organisation has an adequate inventory control. Each one of the products is placed on the shelves in its corresponding section, ordering the codes of each section by ascending consecutive numbers, and these numbers are used to store them in the company's computer system.

*Customers.* The clients that come to the company are generally frequent or regular in 80% of the cases, and the consistency is shown by the fact that they demand this attention almost daily. The organisation of the client portfolio has supported the organisation in offering benefits to this part of the public, in many cases considering credit, in the same way that it is possible to

observe the non-compliance of a part of the public, where certain precautions are taken. A great deal of importance is given to commitment and responsibility in buying and selling, where customers are classified according to their purchasing capacity and payment responsibility in the case of credit; There is a classification according to the volume of purchase determining the wholesale and retail, where according to the interview, wholesale sales reach 80%, in processes that move in a permanent distribution of sales that include telephone service and generate distribution throughout the state of Sinaloa; a sales agent in the State of Baja California Sur, which makes orders by telephone and the goods are supplied by parcel. To supply wholesale orders, a team is formed with the distribution workers, who supply the orders based on an invoice that is drawn up when the order is received by telephone, as the company is fully confident that all items in the system must be physically in the inventory.

A permanent review of orders is carried out due to complaints of assortment that have arisen.

Complaints or suggestions are made directly, in addition to telephone calls, which is determined by the confidence in the company's communication with the public. This condition supports the recommendations put forward for the inclusion of certain brands and the incorporation of new products that have been observed in the cost differences of consumers.

One of the relevant cases refers to the owner, who was unhappy with the brands sold and the service provided, and whose complaints were dealt with and a user who did not leave the company, although there were several unhappy customers who did not return.

In information gathered from the organisation's clients, 51.43% of the clients revealed that the quality of the products purchased from the company was of good quality, 45.71% considered them to be of average quality and 2.86% considered them to be of excellent quality. Regarding the price of the products, 68.57% of the customers indicate that the price of the products sold by the company is normal; 28.56% of the customers reveal that the price of goods is low and 2.86% of the customers state that the price of goods is expensive.

Regarding customer service, 57.14% of clients say that they received excellent service; 28.56% say that they received good service; 11.43% say that the service was average; and 2.86% of clients say that they received poor service. In addition, 11.76% of the clients suggest that the company should have more personnel trained in customer service, and that they should not depend in most cases on the sales manager; 11.76% of the clients mention that the company should have more battle products, i.e., more assortment; 8.82% consider that it should have home delivery and that it should not be so difficult to return items under warranty.

There is communication with the leaders of governmental institutions to provide them with service, but the company's policies and regulations are not compatible with the policies and regulations of governmental institutions, since the company's programs, inventory controls and sales and collection systems are not very compatible with the requirements of these organizations.

*Sales products.* Considering the suggestions, complaints, and observations of the company's regular customers, "all those brands or products that are problematic in terms of quality are detected", products that are rejected by customers in the local and regional market are controlled and eliminated from the company's sales catalog. Negotiations are conducted with distributors and manufacturers of quality products -requested by customers- where the products that are manufactured for more durability are observed, so different brands are offered to provide pricing options.

In fashion products, volume precautions are taken considering the expectation of the conjunctural of the market, since some products are being marketed and suddenly stop moving, so the experience has left knowledge in that sense.

The company, to obtain information of the most moving or fashionable sales products, relies on information from its salesmen and traders who are customers of the company, with that information the contact with customers is established, in addition, the regional and international exhibitions to see the trends in the market, such as the observance of products and preferences in Brazil, USA and China.

It is important to consider that the organization does not follow the steps of its competitors in prices, service, quality, and types of products, since it intends to establish itself with differences in favour, as a competitive strategy.

At the beginning, pricing was determined with greater empiricism, although progress is being made in considering with greater care the cost, profit margin and sales costs.

The most common routine in prices is the automatic update from the purchase of the product, because if there is an increase in price, this is detected in the automated system, which will show the percentage increase in price to the customer.

The company's automated inventory system is the main part in the development of the management of the products for sale, since there is a strict control in the management of the products for sale, which must coincide with the number that is in the system and what is in the warehouse or on the shelves. It is necessary to have an automated system so that the people working in the organization can easily perform their tasks.

In inventory control, products are recorded as having expired and are discarded from the warehouse. In the case of the type of products, the context is considered to meet regional consumption and not necessarily international trends. In the same way, it is adapted to suppliers and customers with whom it is possible to maintain the commitment, which means that the volume can be contracted at the appropriate times for efficiency.

*Competition.* Competitors are 15% regional, Sonora and Sinaloa, and 85% from the rest of the country, including Monterrey and Guadalajara. Special negotiations are made with distributors and producers under conditions and expectations of effectiveness and efficiency.

Se negocian conceptos como volumen mínimo y máximo, para determinación del precio, donde la escala puede ser determinante en el margen de utilidad. Algunas veces son negociaciones con empresas importadoras que son parte del grupo de organizaciones de la competencia.

La influencia comercial regional de las grandes cadenas que representa una amenaza para las pequeñas, generalmente en el caso estudiado se considera una situación no tan grave, pues con la consolidación lograda se puede enfrentar cualquier situación del contexto.

Concepts such as minimum and maximum volume are negotiated to determine the price, where scale can be a determining factor in the profit margin. Sometimes these are negotiations with importing companies that are part of the group of competing organizations.

The regional commercial influence of the large chains, which is a threat to the small ones, is generally not considered a serious situation in the case studied, because with the consolidation achieved, any situation in the context can be dealt with.

*Employees.* There have been important changes since the beginning in the type of personnel hiring since growth and consolidation are generating conditions for establishing greater capacity. At the beginning, training was provided during operations and activities were

delegated; currently, experience and a level of knowledge focused on the quality of service are considered, although training and updating are ongoing, considering the relevance of the human capital condition as such.

With respect to the distribution of employees' work in relation to sales, 20% of the employees are exclusively dedicated to wholesale sales; 70% perform various tasks and 10% are employees who are exclusively dedicated to accounting work.

The employee surveys indicate that 90% of the employees are satisfied with performing daily tasks and activities within the company; 10% are not satisfied with performing daily activities in the company. With respect to the behavior or disposition of the employees when performing specific tasks, 30% are not satisfied with the strict cleanliness of the company and 30% of them are bored performing tasks that are not specific to their area of work.

In relation to the factors that determine the level of motivation of an employee to carry out their daily activities in the company, 60% of the respondents stated that the main motivation to perform their daily work is learning, 40% commented that their main motivation is the economic factor, while 60% indicated that the economic aspect is of lesser importance.

100% of the employees affirm that the ideal way to perform an activity within the company is to work in a team. 100% of the employees are given orders verbally.

The company's employees have beliefs in religious cults, 30% of the employees belong to some religious groups, the remaining 70% do not belong to any religious group, in addition 30% regularly attend religious meetings and 70% of the employees do not attend religious meetings. Also 60% belong to a sports group and the other 40% do not belong to a sports group. Eighty percent of the company's employees like to regularly attend parties, while 20% do not like to regularly attend parties, and 80% of the employees like to dance and the remaining 20% do not like to dance.

In the payroll we consider the minimum wage and the salaries managed in the regional context, because we see what is in the market and that we can offer them more and normally we try to be above the common.

In the human relations of the group, there is adequate communication and fair treatment, although there is a greater relationship at the pyramidal structure level, without forgetting the horizontality.

There is adequate updating in technologies to reach the forms of adaptation to the technical schemes of the Tax System and accounting needs, although customer service also requires greater efficiency in that sense.

### ***Conclusions***

The planning process is a main administrative requirement that generates the starting conditions considering the existing factors in resources and taking into account the economic and social context, where the possibilities that are available, linked to the background and expectations, are considered.

The organization studied considers these processes in a linkage to the control and monitoring of tasks and results.

The entrepreneurial condition is of vision and innovation, in addition, it obtains the capacity to observe opportunities and abilities to solve problems, as it has been observed in this case, as it has happened with the establishment of the big competitors in the region, in recent times, observation of the condition of clients, competition in resources between local and global companies. The organization establishes within its strategies to obtain profits based on purchase volume and in the forms of negotiation with suppliers, observing their prices in the market.

The manager in this case, observes the experience of errors in daily routines to move to other forms of orientation of the activity, from the organization of storage to customer service.

There is knowledge of objectives on the part of all the collaborators, so that the activities are in a reasoned way, oriented towards the goals. The company is consolidated in the organization and regulation of formality.

The organizational culture contemplates the conduct of the group, considering the symbolisms, ceremonies, and myths in the team activity. Values are manifested and generate community learning and are manifested from the group towards society, where aspects such as honesty, punctuality, responsibility, order, and cleanliness, among others, are mainly included.

The entrepreneurial culture contemplates dynamism, creativity, adaptation, and action in the face of risk, experience, innovation, and challenges, considering the local and external context, which can lead to the positioning and improvement of the conditions of the group's participants.

As for the activity of commerce, this contemplates important factors within the administrative theory, contemplating within this to take care of aspects of the administrative process such as planning activities, organizing, giving direction, and generating control strategies, to establish order in the client portfolio and negotiation with suppliers, organization of resources and formality in accounting processes.

Regarding to the selection and training of the organization's personnel who use technology to carry out their activities, it is necessary to hire employees with higher education, if possible, with a professional career, since the training of this human resource is faster and more efficient. As opposed to the employment of personnel with low schooling, whose training and qualification is slower and inefficient.

The process of updating assets within a successful company as the automated system of inventory control, accounting and financial process of companies according to the Secretariat of Tax Administration make respond in a relevant and effective way to the challenges of sudden changes of external factors, all this implies that the owner seeks to be the first or leader in the market of companies engaged in the marketing of products, the individual initiative of the owner promotes a permanent growth of the company and its employees. In addition, with that same idea, the organization's assets must be updated.

Currently, the advances and application of ICT's (information and communication technologies) are an important factor in the development of the economic entities of the region and the globalized world, especially those that seek to be relevant in the abrupt changes of microeconomic and macroeconomic variables, small businesses have not been the exception. Although the updating of computer equipment and distribution equipment is carried out, one of the existing problems for the company is the lack of qualified human capital for the management and development of state-of-the-art technology, exclusively of the automated control system software, it is necessary to hire professionals in the area where they are located, thus raising the cost of the construction, and updating of the program.

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