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Artículos Científicos

# Expectativas de supervivencia o cierre de las mypes en el estado de Morelos. Caso: Municipio de Jiutepec

Expectations of MESs Survival in the State of Morelos. Case: Municipality of Jiutepec

Expectativas de sobrevivência ou fechamento do mypes no estado de Morelos. Caso: Município de Jiutepec

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### Resumen

Las micro y pequeñas empresas (mypes) tienen serias limitaciones en sus recursos financieros y sistemas de gestión. Además, cuentan con una infraestructura insuficiente para el desarrollo de sus actividades de operación. Por lo que, para lograr un mayor nivel en las actividades operativas y mayores ventajas competitivas en el mercado en el cual participan, necesitan gestionar y explotar otros factores internos, tales como el capital humano y el conocimiento generado. En este artículo se presentan los resultados de una investigación que se realizó con el objetivo de analizar los problemas y dificultades que enfrentan las mypes para sobrevivir. Se examinó una muestra aleatoria de 360 empresas de diversos sectores, de las cuales 281 fueron empresas activas y 79 inactivas. Se aplicaron dos tipos de cuestionarios que aportaron datos sobre los siguientes aspectos: problemas financieros, problemas de mercado, situación macroeconómica, problemas administrativos, problemas de seguridad-violencia, problemas de formalización y problemas con los trabajadores. Los resultados muestran que los empresarios son conscientes de la problemática que enfrentan para la supervivencia o cierre de las mypes. Estos hallazgos permiten caracterizar la





situación actual de este tipo de empresas, así como conocer los retos que enfrentan al cierre de las mismas. En relación con los principales problemas que enfrentan las mypes en México, y de acuerdo con los resultados obtenidos, se puede concluir que los problemas financieros representan la principal dificultad para que puedan obtener utilidades.

**Palabras claves:** cierre de empresas, esperanza de vida de las empresas, micro y pequeñas empresas.

### Abstract

Micro and small enterprises (MSEs) have serious limitations in their financial resources and management systems. In addition, they have insufficient infrastructure for the development of their operating activities. Consequently, in order to achieve a higher level of operational activities, greater competitive advantages in the market in which they participate, they need to manage and exploit other internal factors, such as human capital and the knowledge generated. This article presents the results of an investigation that was carried out with the objective of analyzing the problems and difficulties faced by MSEs in order to achieve their survival or closure. A sample of 360 companies was examined randomly, consisting of different sectors, of which 281 were active and 79 were inactive. Two questionnaires were applied that provided data on the following aspects: financial problems, market problems, macroeconomic situation, administrative problems, securityviolence problems, problems of formalization and problems with workers. The results show that entrepreneurs are aware of the problems they face for the survival or closure of MSEs. These findings allow us to characterize the current situation of these enterprises, as well as to know the challenges they face when closing them. In relation to the main problems faced by MSEs in Mexico, and according to the results obtained, it can be concluded that financial problems represent the main difficulty to achieve the objective of obtaining profits.

Keywords: closure of companies, life expectancy of companies, micro and small enterprises.

#### Resumo

As micro e pequenas empresas (mypes) possuem sérias limitações em seus recursos financeiros e sistemas de gestão. Além disso, possuem infraestrutura insuficiente para o desenvolvimento de suas atividades operacionais. Portanto, para atingir um maior nível de atividades operacionais e





maiores vantagens competitivas no mercado em que participam, elas precisam gerenciar e explorar outros fatores internos, como o capital humano e o conhecimento gerado. Neste artigo apresentamos os resultados de uma investigação que foi realizada com o objetivo de analisar os problemas e dificuldades enfrentados pelo mypes para sobreviver. Foi examinada uma amostra aleatória de 360 empresas de diversos setores, das quais 281 estavam ativas e 79 inativas. Foram aplicados dois tipos de questionários que forneceram dados sobre os seguintes aspectos: problemas financeiros, problemas de mercado, situação macroeconômica, problemas administrativos, problemas de segurança-violência, problemas de formalização e problemas com os trabalhadores. Os resultados mostram que os empreendedores estão cientes dos problemas que enfrentam para a sobrevivência ou o fechamento do mypes. Estes achados permitem caracterizar a situação atual deste tipo de empresas, bem como conhecer os desafios que enfrentam ao fechá-las. Em relação aos principais problemas enfrentados pelo mypes no México, e de acordo com os resultados obtidos, pode-se concluir que os problemas financeiros representam a principal dificuldade para obter lucros.

**Palavras-chave:** fechamento de empresas, expectativa de vida das empresas, micro e pequenas empresas.

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# Introduction

In the municipal context, Jiutepec, Morelos, has a population of 214 137 inhabitants (National Institute of Statistics and Geography [Inegi], 2016). The average age of the population is 28 years. For every 100 people of productive age, there is 46.8% of age of economic dependence. The average number of inhabitants per home is 3.5. In addition, 4.2% of the population does not have educational instruction; while 47.6% have basic education, 25.7% average higher and 22.3%





higher. The economically active population (PEA) is 57.2% and the non-active population 42.7% (Inegi, 2016). The municipality has 10 321 economic units, of which 10 189 are micro and small companies (mypes), which represent 98.7% (Inegi, 2017).

According to data also from Inegi (2014), the life expectancy of companies in Mexico is 7.8 years. However, the state of Morelos is still more below the national average, with six years. In the municipal case of Jiutepec there is no variation with respect to this last information, since companies have an average life of six years. At the state level, the manufacturing sector in Morelos is at an average of 5.2 years, the commerce sector in 6.6 years and the private non-financial sector in 6.2 years. These data invite us to investigate and determine what factors have caused companies to make the decision to close, as well as to make a comparison between these and active companies and a national contrast.

Thus, taking into account the above, the purpose of this research is to analyze the problems and difficulties faced by mypes for the survival or closure of the same in the municipality of Jiutepec, Morelos, in addition to showing the significant means existing between the perceived influence of external factors on the organizational structure of these companies. It was found that in Jiutepec there is a correlation between the perception of the influence of external factors and the organizational structure. The impact of the mypes in the municipality indicated in the economic and social dynamics is indisputable, so their study represents an opportunity to strengthen a sector relevant to the productive life of this region.

The mypes have limitations in their financial resources, in management systems and have insufficient infrastructure for the development of their activities. Therefore, in order to achieve a higher level of activities, competitive advantages and increase their economic and financial performance, they need to manage and exploit internal factors as much as possible, such as human capital and the knowledge generated inside and outside of the organization, with a view to preventing its closure. The mypes have a high economic and social impact in the national context. It is undoubtedly necessary to analyze the problems they face and which may limit their functioning and continuity in the market.

It should be noted that the development of mypes is associated with factors not necessarily conditioned to their size, such as those that characterize the owner (age, gender and schooling). And that, in addition to those already mentioned so far, they usually have problems such as lack of knowledge of the financial situation, lack of information to make decisions, empirical





administration and little use of technology. Due to the above, they do not take effective actions in the face of growing and voracious competition, which causes low levels of productivity and increases the probability of closure.

As already mentioned, to achieve a higher level of product innovation activities, greater competitive advantages in the market in which they participate and a significant increase in the level of economic and financial performance, the MEPs need to manage and exploit other internal factors such as human capital and knowledge generated both inside and outside the organization of the three levels, so that they can significantly improve their processes not only to remain in the market, but to increase their participation in it (McKevitt and Davis, 2013).

The research questions posed for the realization of this study were the following: what problems and difficulties face the mypes in the state of Morelos, specifically in the municipality of Jiutepec? and what differences exist in the problems and difficulties faced by mypes by geographical location, location of the company, type of location, type of owner, age and academic training?

# Method

### **Design of the investigation**

The present investigation was of quantitative, exploratory and transversal type. The purpose was to describe the responses collected from some of the entrepreneurs of the municipality of Jiutepec, Morelos, regarding their knowledge and perception of the factors that affect the survival or closure of the mypes.

### **Participants**

A sample of 360 entrepreneurs from various sectors selected at random was examined, of which 281 were active and 79 inactive.

### **Data collection instrument**

The questionnaire used for data collection was previously designed and validated. This questionnaire presents a section of general data, with 49 items divided into 7 sections: 1) Characteristics of the company, 2) General data of the director, 3) System inputs, 4) System processes, 5) Results of the system, 6) Organizational structure and 7) Causes of closure of the mypes. The scale used in each of the questions was as follows: Strongly agree (5), Agree (4),





Disagree (3), Strongly disagree (2), I do not know (1).

# **Data collection procedure**

The information was collected through the questionnaire applied to entrepreneurs in the municipality of Jiutepec, Morelos, in the month of May 2018. The questionnaire was designed to be self-administered on paper by employers; however, it could be read by the interviewers depending on the level of education of the respondent.

### Analysis of data

In order to properly analyze the data obtained, the present investigation was carried out from an analysis of the variance (Anova) of a factor, since its purpose is to analyze the problems and difficulties faced by the mypes. Therefore, the following tables show the results obtained from each of the segmentation variables that were considered.

# Results

The following tables show the results obtained from each of the variables that were considered to analyze the knowledge of the problems and difficulties faced by the mypes in the municipality of Jiutepec.

# Average situation of the company regarding the problems and difficulties that the mypes have

Regarding the main problems and difficulties currently facing mypes in this locality, the main problem detected is financing with an average of 3.01, followed by market problems with an average of 2.98 and the macroeconomic situation (inflation, economic growth, etc.) with an average of 2.91. Therefore, it is possible to infer that financing and the market are the two main problems faced by companies with these characteristics in the municipality of Jiutepec. Table 1 shows the situation of the mypes regarding the problems and difficulties they present.

Tabla 1. Situación media de la empresa respecto a los problemas y dificultades que tienen las

mypes



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Variables	Medias
Aspectos financieros	3.01
Problemas de mercado	2.98
Situación macroeconómica (inflación, crecimiento económico,	2.91
etc.)	
Aspectos administrativos	2.58
Problemas de seguridad y violencia	2.47
Problemas de formalización	2.34
Problemas con trabajadores	2.24

En una escala de 1 = poco importante a 5 = muy importante.

Fuente: Elaboración propia

# Situation of the company regarding the problems and difficulties that the mypes has according to the geographical location

Considering the geographical location of the microenterprises in the municipality of Jiutepec, table 2 indicates that the administrative problems, with an average of 2.61 in the urban area and 2.48 in the rural area, the macroeconomic problems, with an average of 2.94 in the area urban and 2.82 in the rural area, and security-violence problems, with an average of 2.50 in the urban area and 2.37 in the rural area, are the main problems that are facing microenterprises. Thus, these are the most important problems for companies located in the urban and rural areas of Jiutepec. The next problem in order of importance is the financial one, for microenterprises located in urban areas with an average of 3.00 and for those located in rural areas with an average of 3.03.

 Tabla 2. Situación de la empresa respecto a los problemas y dificultades que tienen la mypes

 según la ubicación geográfica

Variables	Urbana	Rural	Sig.
Administrativos	2.61	2.48	**
Financieros	3.00	3.03	
Situación macroeconómica (inflación,	2.94	2.82	**
crecimiento)			





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Problemas de mercado	2.98	2.95	
Problemas de formalización	2.33	2.36	
Problemas de seguridad-violencia	2.50	2.37	**
Problemas con trabajadores	2.24	2.25	

En una escala de 1 = poco importante a 5 = muy importante. Diferencias estadísticamente significativas: \*: p < 0.1; \*\*: p < 0.05.

Fuente: Elaboración propia

# Situation of the company regarding the problems and difficulties that the mypes has according to its location

The degree of importance of the previous problems presented significant difference (p <0.01) for the mypes according to their location in residential, commercial, industrial park and humble neighborhood. Those located in industrial park showed greater sensitivity to administrative problems with an average of 3.28, macroeconomic problems with an average of 3.15, market problems with an average of 3.31, problems of formalization with an average of 2.52, security-violence with an average of 2.72 and problems with workers with an average of 2.63. The financial problems did not show significant differences by its location area. The mypes face the same difficulties in accessing financing because financial institutions consider requirements for access to credit independent of the location of the company. The requirements are established based on the internal characteristics of the company such as the profits, the fixed assets it has, the guarantees and other guarantees they present. The supply does not represent a difficulty either because it is fundamental for the survival of the company, which, according to the established categories of location (residential, humble neighborhood, commercial zone and industrial park), have similar access to suppliers. These data are shown in table 3.

Tabla 3. Situación de la empresa respecto a los problemas y dificultades que tienen la mypes

		1 1	••	• •
según	SIL	loca	17a	ción.
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Variables	Zona	Barri	Zona	Parque	Sig.
	residencial	ο	comercia	a industria	
		humi	1	1	
		lde			



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Administrativos	2.18	2.62	2.91	3.28	***
Financieros	3.00	2.95	3.08	3.07	
Situación macroeconómica	2.81	2.80	3.13	3.15	***
(inflación, crecimiento)					
Problemas de mercado	3.11	2.83	3.00	3.31	***
Problemas de formalización	2.41	2.23	2.37	2.52	***
Problemas de seguridad-violencia	2.33	2.44	2.63	2.72	***
Problemas con trabajadores	2.30	2.09	2.34	2.63	***

En una escala de 1 = poco importante a 5 = muy importante. Diferencias estadísticamente significativas: \*: p < 0.1; \*\*: p < 0.05; \*\*\*: p < 0.01.

Fuente: Elaboración propia

# Average situation of the company regarding the problems and difficulties that mype has according to the type of location

Regarding the type of premises, the mypes face less problematic than their location, since four of the seven problems or difficulties showed significant differences according to whether they are located in an independent location, in a space in the house or have a fixed position. The significant differences were found in the administrative problems and with the workers (p < 0.01); in safety and violence (p < 0.05), and market (p < 0.1). Microenterprises with independent premises are the most sensitive to administrative problems and security and violence. The problems of market and workers are presented in a greater degree of importance in the microenterprises that have a fixed position in the commercial area. This can be seen in table 4.

 Tabla 4. Situación media de la empresa respecto a los problemas y dificultades que tiene la mype

 según el tipo de local





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Variables	Local	Espacio en la	Sig.	
	independiente	vivienda	fijo	
Administrativos	2.76	2.37	2.15	***
Financieros	3.03	2.97	3.00	
Situación macroeconómica (inflación,	2.94	2.87	2.83	
crecimiento)				
Problemas de mercado	2.97	2.94	3.12	*
Problemas de formalización	2.33	2.36	2.31	
Problemas de seguridad-violencia	2.51	2.45	2.28	**
Problemas con trabajadores	2.28	2.14	2.32	***

En una escala de 1 = poco importante a 5 = muy importante. Diferencias estadísticamente significativas: \*: p < 0.1; \*\*: p < 0.05; \*\*\*: p < 0.01.

Fuente: Elaboración propia

# Average situation of the company regarding the problems and difficulties that the microenterprise has according to the type of owner

Table 5 shows that the types of problems analyzed showed significant differences at different confidence levels by type of owner. The administrative and market problems predominate in the microenterprises owned by several unregistered owners and are minor in the unregistered individual company. The fact reflects the difficulty that exists in the mypes of the municipality of Jiutepec to organize. In the individual micro-companies registered, the problems that predominate are financial problems, macroeconomic situation and market problems. This result is aligned with the three main problems that affect mypes in general.

 Tabla 5. Situación media de la empresa respecto a los problemas y dificultades que tiene la microempresa según el tipo de propietario

Variables	1	2	3	4	5	6	Sig.
Administrativos	2.68	2.27	2.84	2.99	2.73	2.67	***





Financieros	3.04	2.93	2.91	3.42	3.40	2.87	**
Situación macroeconómica	3.00	2.68	3.04	3.14	3.20	2.67	***
Problemas de mercado	3.03	2.89	2.95	2.88	3.13	2.41	***
Problemas de formalización	2.34	2.34	2.23	2.46	2.87	2.33	
Problemas de seguridad-	2.51	2.36	2.52	2.66	3.20	2.31	***
violencia							
Problemas con trabajadores	2.25	2.18	2.33	2.64	2.67	1.87	**

En una escala de 1 = poco importante a 5 = muy importante. Diferencias estadísticamente significativas: \*: p < 0.1; \*\*: p < 0.05; \*\*\*: p < 0.01.

1 = Empresa individual registrada, 2 = Empresa individual no registrada, 3 = Empresa registrada (sociedad), 4 = Empresa de varios dueños no registrada, 5 = Cooperativa, 6 = Otra.

Fuente: Elaboración propia

# Average situation of the company regarding the problems and difficulties that the microenterprise has according to the owner's gender

It is important to highlight that the microenterprises whose model is the cooperative have averages above three or tend to this value, which could infer that among the types of owners are the most problematic. The average situation of the microenterprise according to the owner's gender with respect to administrative problems and difficulties, due to the economic situation, safetyviolence problems and problems with workers presented significant differences. Market and formalization problems did not show significant differences by owner's gender. It is equally valuable to emphasize that personal problems are more present in the micro-enterprises of single women owners and in those of several women owners than in the case of single men owners and several male owners, because the prevailing culture in Mexico and its nature itself does not allow women to leave the familiar to perform only in the business field. The woman works, besides being an entrepreneur, she is a mother and a wife, occupations that demand their attention on a daily basis, while male entrepreneurs perform as such and, to a lesser extent, they have to deal with housework and the needs of their children. In this regard, although it is true that the trend has evolved in recent years as men increasingly participate in household activities, this situation shows





that gender equity has not yet been achieved. This can be seen in table 6.

 Tabla 6. Situación media de la empresa respecto a los problemas y dificultades que tiene la

 microempresa cagún el género del propietorio

Variables	1	2	3	4	5	Sig.
Administrativos	2.36	2.66	2.77	2.82	2.88	***
Financieros	2.98	2.98	3.18	3.18	3.04	**
Situación macroeconómica	2.83	2.93	2.94	2.97	3.08	***
Problemas de mercado	2.97	2.98	3.02	3.04	2.94	
Problemas de formalización	2.34	2.33	2.43	2.48	2.28	
Problemas de seguridad-	2.38	2.53	2.61	2.51	2.54	**
violencia						
Problemas con trabajadores	2.20	2.26	2.27	2.45	2.20	**

microempresa según el género del propietario

En una escala de 1 = poco importante a 5 = muy importante. Diferencias estadísticamente significativas: \*: p < 0.1; \*\*: p < 0.05; \*\*\*: p < 0.01.

1 = Mujer sola propietaria, 2 = Hombre solo propietario, 3 = Varias mujeres propietarias, 4 = Varias hombres propietarios, 5 = Propiedad conjunta de hombre(s) y mujer(es).

Fuente: Elaboración propia

Average situation of the company regarding the problems and difficulties that





#### the microenterprise has according to the age of the owner

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The age of the owner of the microenterprise has an effect on their average situation with respect to the administrative, formalization and worker problems (p < 0.01) they face. Older adults face administrative problems with a greater degree of importance, with an average of 2.88, derived from the macroeconomic and market situation with respect to youth and adults. The administrative problems faced by older adults have their origin in that "in some cases it is about exercising democracy by encouraging personal or group meetings but without exercising an effective leadership delegation, because ultimately the decisions that are taken are those that had already been made. Defined the manager of the company "(Zapata, 2004, p.125). The lack of empowerment in Mexican microenterprises is reflected in problems related to administrative aspects. The decision-making falls on the owner who serves as manager, who, in many cases, has a basic or no academic training, which causes lack of planning and, consequently, difficulties.

 Tabla 7. Situación media de la empresa respecto a los problemas y dificultades que tiene la microempresa según la edad del propietario

Variables	Jóvenes Adultos Adultos S				
		mayores			
Administrativos	2.44	2.62	2.88	***	
Financieros	3.00	3.01	3.07		
Situación macroeconómica	2.86	2.92	3.14	*	
Problemas de mercado	2.95	2.99	2.99		
Problemas de formalización	2.41	2.32	2.01	***	
Problemas de seguridad-	2.40	2.48	2.71	**	
violencia					
Problemas con trabajadores	2.22	2.27	1.87	***	

<sup>a</sup> En una escala de 1 = poco importante a 5 = muy importante. Diferencias estadísticamente significativas: \*: p < 0.1; \*\*: p < 0.05; \*\*\*: p < 0.0.

Fuente: Elaboración propia

# Average situation of the company regarding the problems and difficulties that the microenterprise has according to the academic training of the owner

The average situation of the problems and administrative, macroeconomic, market and





safety and violence (p <0.01) of the microenterprises is significantly different according to the academic training of the owner. The academic training of the owner does not affect the average situation of formalization problems and with workers. The problems and difficulties that are presented in an important way in microenterprises must be addressed because they can be the cause of their closure. Academic training affects failure because, as Ortiz (2013) mentions, the lower the educational level, the greater the probability that the company will stop functioning. The administrative, financial, macroeconomic, market and worker problems are presented to a greater degree in the microenterprises in which the owners have university education. Supply problems have a higher average situation in microenterprises of owners without formal education. The lack of education makes it difficult for the microentrepreneur to conclude agreements and strategic alliances to obtain inputs. Table 8 shows the behavior of the data.

		Sin	ducación	ducación	Educación	
Variables		educación	básica	técnica	universitari	Sig.
		Formal			a	
Administrativos		2.65	2.33	2.78	2.96	***
Financieros		2.97	3.00	2.98	3.07	
Situación		2.83	2.85	2.92	3.10	***
macroeconómica						
Problemas de		2.81	3.03	2.83	3.05	***
mercado						
Problemas	de	2.36	2.36	2.28	2.32	
formalización						
Problemas	de	2.57	2.38	2.49	2.62	***
seguridad-						
violencia						
Problemas	con	2.27	2.21	2.24	2.31	
trabajadores						

**Tabla 8.** Situación media de la empresa respecto a los problemas y dificultades que tiene la microempresa según la formación académica del propietario

En una escala de 1 = poco importante a 5 = muy importante. Diferencias estadísticamente significativas: \*: p < 0.1; \*\*: p < 0.05;





\*\*\*: *p* < 0.01.

Fuente: Elaboración propia

### Discussion

The characterization of the mypes in this research work has been done considering a sample of 360 micronegocios, of which 281 are active and 79 closed operations, scattered throughout the municipality of Jiutepec, Morelos, and under the context of 7 segmentation variables of information provided by the same micro-enterprises: 1) administrative problems, 2) financial problems, 3) macroeconomic situation (inflation, economic growth, etc.), 4) market problems, 5) formalization problems, 6) security-violence problems and 7) problems with workers. The investigation was addressed from an Anova. This in order to explore the seven causal factors of the closure or survival of the mypes. Likewise, a hypothesis was proposed and, to contrast it, a single factor Anova model was used. In relation to the main problems faced by the mypes in the municipality of Jiutepec, Morelos, and according to the results obtained, it can be concluded that the financial, market and macroeconomic problems represent the main difficulties for microentrepreneurs to achieve the objective of obtaining profits. This type of problem has persecuted microentrepreneurs for decades and is confirmed in this study. The average of 3.01 of the financial problems, followed by the market problems with an average of 2.98 and, finally, the macroeconomic situation (inflation, economic growth, etc.) with an average of 2.91, leads us to infer that these three factors represent the biggest problem faced by the jutepequenses microentrepreneurs. On the other hand, administrative problems, security-violence, formalization and with workers can not go unnoticed, when comparing them with the variables of geographical location, location, type of location, type of owner, gender of the owner, The owner's age and academic training appear as the most important, which leads us to infer that these are variables that have a great impact on the mypes of the indicated location. In addition, it is important to point out that one of the most marked





characteristics of the mypes settled in Jiutepec is that they are young. Finally, the interpretation of the results of this work should be carried out taking into account its limitations, since the research was conducted only in the municipality of Jiutepec: a more complete study is to consider the other five municipalities of the state in potential development.

# Conclusions

In relation to the main difficulties faced by mypes in the municipality of Jiutepec, Morelos, and according to the results obtained, it can be concluded that financial problems represent the main obstacle for microentrepreneurs to obtain profits. This is not something new, since this type of problem has persecuted microentrepreneurs for decades. The average of 3.00 of the financial problems, followed by the market problems with an average of 2.98 and the macroeconomic situation (inflation, economic growth, etc.) that is experienced in the municipality with an average of 2.91, leads us to infer that These three represent the biggest problems faced by microentrepreneurs in the municipality of Jiutepec. On the other hand, administrative problems can not go unnoticed, because, when conjugating these with the variables such as geographical location, location, type of location, type of owner, gender of the owner, age of the owner and academic training, they also appear as the most important ones, which leads us to infer that it is a problem that has a great impact on the Jipetepecian mypes. In general terms, the problems of these are largely due to the lack of a business culture of Mexican microentrepreneurs. The present investigation remains open to be able to analyze the rest of the municipalities that conform the state of Morelos, considering that it is the smallest state of Mexico.

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