

Characterization of the employer and manager of SMEs caldas

Caracterización del empresario y gerente PYME de caldas

DOI: 10.34140/bjbv3n3-019

Recebimento dos originais: 04/03//2021

Aceitação para publicação: 30/06/2021

Jairo Toro Díaz

Doctor en Administración de la Empresa en una Economía Globalizada por la Universidad San Pablo CEU / Facultad de CC. Económicas y Empresariales / Departamento de Economía de la Empresa
Institución: Universidad Autónoma de Manizales – Colombia / Profesor investigador Departamento de Administración y Economía
Dirección: Antigua Estación del Ferrocarril – Barrio San Jorge, Manizales - Colombia
Correo electrónico: jtorod@autonoma.edu.co

Jairo Carmona Grajales

Magister en Administración por la Universidad Autónoma de Manizales / Facultad de Estudios Sociales y Empresariales / Departamento de Administración y Economía
Institución: Universidad Autónoma de Manizales - Colombia / Profesor investigador Departamento de Administración y Economía
Dirección: Antigua Estación del Ferrocarril – Barrio San Jorge, Manizales – Colombia
Correo electrónico: jcarmona@autonoma.edu.co

Santiago Quintero Renaud

Doctor en Derecho Concursal por la Universidad San Pablo CEU / Facultad de CC. Económicas y Empresariales
Institución: Universidad Autónoma de Manizales – Colombia / Profesor investigador Departamento de Administración y Economía
Dirección: Antigua Estación del Ferrocarril – Barrio San Jorge, Manizales – Colombia
Correo electrónico: fabiolamontoya@autonoma.edu.co

Fabiola Montoya Sanchez

Especialista en Gerencia Empresarial por la Universidad Autónoma de Manizales / Facultad de Estudios Sociales y Empresariales / Departamento de Administración y Economía
Institución: Universidad Autónoma de Manizales - Colombia / Profesor investigador Departamento de Administración y Economía
Dirección: Antigua Estación del Ferrocarril – Barrio San Jorge, Manizales – Colombia
Correo electrónico: fabiolamontoya@autonoma.edu.co

Rubén Darío Arango Alvarez

Magister en Tributaria por la Universidad de Manizales
Institución: Universidad Autónoma de Manizales - Colombia / Profesor investigador Departamento de Administración y Economía
Dirección: Antigua Estación del Ferrocarril – Barrio San Jorge, Manizales – Colombia
Correo electrónico: rdarango@autonoma.edu.co

Gabriel Eduardo Escobar Arias

Doctor en Ingeniería Industrial y Organizaciones por la Universidad Nacional de Colombia / Facultad de Ingenierías
Institución: Universidad Autónoma de Manizales – Colombia / Profesor investigador Departamento de

Administración y Economía
Dirección: Antigua Estación del Ferrocarril – Barrio San Jorge, Manizales – Colombia
Correo electrónico: gabrieledo@autonoma.edu.co

Marcela Carvajal

Magister en Administración por la Universidad Autónoma de Manizales / Facultad de Estudios Sociales y Empresariales / Departamento de Administración y Economía
Institución: Universidad Autónoma de Manizales - Colombia / Profesor investigador Departamento de Administración y Economía
Dirección: Antigua Estación del Ferrocarril – Barrio San Jorge, Manizales - Colombia
Correo electrónico: marcelacarvajal@autonoma.edu.co

ABSTRACT

The project characterized the SME entrepreneur and manager in three basic aspects: the management level, Financial and marketing, allowing proper context the problem and possible features. Among the results it found that SMEs companies analyzed were distributed 64.1 % small, 33.7 % medium, most concentrated in Manizales, Villamaria and Chinchiná respectively, which may be showing as business and economic development has been concentrated in the capital and surrounding municipalities, the main economic activity is the marketing, most companies surveyed spent more than 10 years in the market that show some business maturity.

Keywords: Entrepreneur, SMEs, Financial Decisions

RESUMEN

El proyecto caracterizó el empresario y gerente PYME en tres ámbitos básicos: el ámbito Gerencial, financiero y mercadeo, que permitió contextualizar adecuadamente el problema y sus posibles características. Entre los resultados se encontró que las empresas PYMEs analizadas estaban distribuidas 64.1% pequeñas y el 33.7% medianas, la mayoría concentradas en Manizales, Villamaria y Chinchiná respectivamente, lo cual puede estar mostrando como el desarrollo empresarial y económico se ha concentrado en la capital y los municipios aledaños, la principal actividad económica es la comercialización, la mayoría de empresas estudiadas llevan más de 10 años en el mercado lo que muestran cierta madurez empresarial.

Palabras Claves: Empresariado, Pymes, Decisiones Financieras

1 INTRODUCTION

Studies in European countries such as Italy, Spain, France, Denmark, among others, show how SMEs have played a very important role in the economic development of these countries within the industrial sector, they have shown the significant contributions that they have presented in terms of its productive dynamics, given the possibility of flexibly adjusting to changing environmental conditions in terms of productive and market factors, its capacity for innovation and adaptation to technological changes, strengthening of socioeconomic articulation and social cohesion.

The MSMEs sector in Latin America has shown significant dynamism in the last 10 years and its contribution is very important in variables such as number of companies, production and the most relevant number of jobs. Some data show the contribution that SMEs make to employment and GDP respectively

in countries such as: (Cepal, 2009) Argentina 57% and 41%, in Chile they contribute 37% and 19% of GDP, in Mexico 29% and 20%, for Colombia 35% of employment and 30% of GDP. The previous figures show the importance of these companies in the economic structure of the region, but studies also show that there is a significant gap between large companies and SMEs in terms of variables such as exports, market dynamics, the situation in which they operate. In many cases, these companies have technological backwardness, disadvantageous access to the markets for inputs and final products, limited use of modern management techniques, market processes, difficulty in many cases of access to information, that is, market failures are seen more accentuated in this sector.

According to (Dane, 2006), the MIPYMES represent 53% in Colombia and according to the Chamber of Commerce they represent 99.5% in Caldas and 99.6% in Manizales respectively. A little to the problem of this business group in the department of Caldas, to be able to characterize them and thus have elements of judgment that allow the design of actions, propose proposals that allow them to better insert themselves into the development process of the department.

2 ENTREPRENEUR

To deal with this issue, it is necessary to define what it means to be an entrepreneur and also take into account the different classifications of companies. To begin, we will take into account some definitions of entrepreneur from some authors such as:

According to the author (Lambing, 1998) in his texts, he mentions Drucker's definition of an entrepreneur as "a person who takes economic resources from one area and takes them to another with greater productivity and performance" (Cited by Viegas et al. 2007: p.3).

For (Timmons, 1994) in his definition of an entrepreneur as detailed below: "Being an entrepreneur means taking creative human actions to build something of value from practically nothing. It is the insistent search for opportunity regardless of the resources available or the lack of them. It requires a vision and passion and a commitment to guide others in the pursuit of that vision. It also requires a willingness to take calculated risks." For his part, (Montoya S., 2007) defines "An entrepreneur is a person, who is aware of his reality, recognizing his strengths and weaknesses, identifying very well his tastes and desires for satisfaction, is able to identify a business opportunity in the market and analyze its viability, consolidating, maintaining and developing the company through the use of adequate administrative and accounting strategies."

"The definition considered as 'classical' is the one described by (Baptiste, 1803) who defines as, Entrepreneur: The agent that unifies all the means of production achieves, through an increase in the value of products (with respect to that of inputs used), the restoration of all capital employed plus the value of wages; interest and rent that he pays."

3 THE PYMES

The definition of SMEs is due to different factors and changes depending on the countries and the entities themselves, this suggests that the universe of MSMEs is not so homogeneous, for this case the law that regulates the sector of MIPYMES in Colombia, which is Law 590 of 2,000.

Micro, small and medium-sized enterprises (Article 2, Law 905 of 2004) are understood as any economic exploitation unit, carried out by a natural or legal person, in business, agricultural, industrial, commercial or service activities, rural or urban, that respond to two (2) of the following parameters:

- **Medium company:** Plant of personnel between fifty-one (51) and two hundred (200) workers. Total assets worth between five thousand and one (5,001) to thirty thousand (30,000) current legal monthly minimum wages.

- **Small business:** Plant of personnel between eleven (11) and fifty (50) workers, Total assets worth between five hundred and one (501) and less than five thousand (5,000) current legal monthly minimum wages.

When a combination of parameters in terms of personnel plant and total assets is found in any of these companies, the determining factor of classification will be the assets.

4 METHODOLOGY

A descriptive-exploratory type of work was carried out that was aimed at observing and characterizing a reality without intervening or manipulating variables that may mediate its behavior or response, it is also circumscribed in cross-sectional studies since the observation and interpretation is done at a time of time without proceeding to follow-ups.

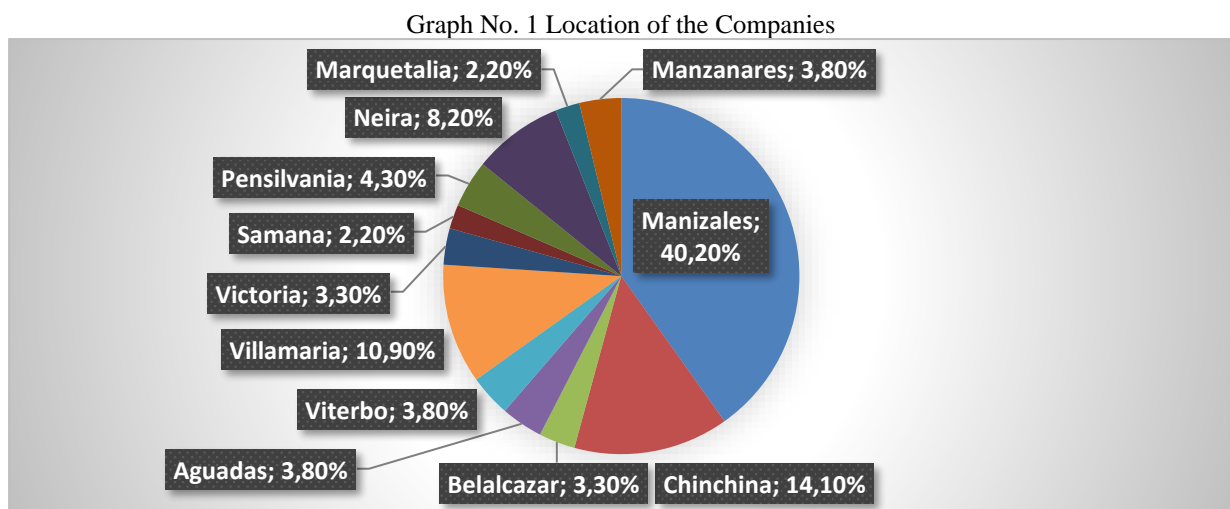
For the study, we worked as a population under study with 710 SMEs (small and medium) from the Department of Caldas, supplied by the database of Chambers of Commerce whose inclusion criteria will be those that, even though they are subsidiaries of a parent company, have local management or regional in Caldas.

To fix the sample, two pilot tests were previously carried out to validate the content of the survey, qualify the interviewers and determine the probability of success and failure on the fundamental question of the instrument in such a way that it would allow statistical calculation. experts for the review of the instrument. Although a simple random sampling was applied, stratified according to the weight of representativeness that each municipality has in the entire Caldas Department, only 184 Caldas managers and businessmen were able to work, since many of the companies taken randomly from the database, when we went to the municipalities, they did not exist or were not at home. Primary sources were used to obtain the information, the information was tabulated and processed in an SPSS statistical package for multivariate processing and analysis.

5 RESULTADOS Y DISCUSIÓN

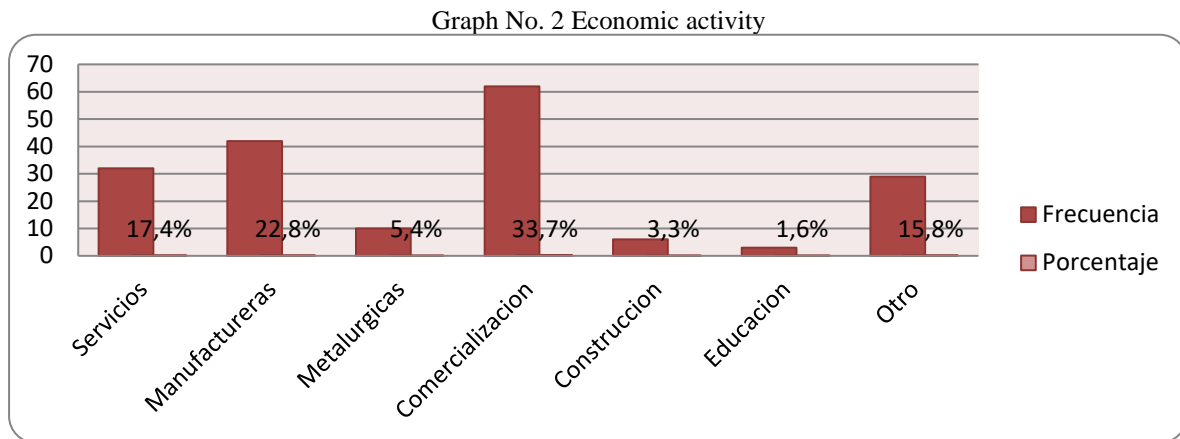
The location for many entrepreneurs represents a critical factor for marketing products or providing their services, of the 184 entrepreneurs surveyed, 40.2% belong to the city of Manizales, followed by Chinchiná, Villamaría and Neira with 14.1% , 10.8% and 8.2% respectively, a large percentage of companies are located in the municipal seat and in the municipalities bordering the capital of the department, this is due to the benefits that it offers, which for some companies means lower costs by facilitating the distribution of its products or services, being close to means of transport and access routes, both for suppliers and customers, the availability of services such as electricity, water, electricity, gas, telephone and others.

Next, the location of the companies in the department of Caldas by municipality is shown, clarifying that of the 27 municipalities that make up the department, only the 12 municipalities with the most significant percentages are presented, since the remaining ones presented frequencies below 1 %, which from the presentation of the graph is inappropriate.



Source: Author elaboration.

Of the 184 companies in this sample, 62 have the commercialization of products as their economic activity, representing 33.7%, very similar to the trend to the studies developed by (Toro, 2009) and the reports presented by Clavijo in the ANIF report (2007), followed by the manufacturing sector with 22.8% and the services sector with 17.4%. Similarly, businessmen relate other economic activities to which the company is engaged such as the Agroindustrial and livestock sector, which may also be showing that the vocation in Caldas in these sectors in recent years has been changing.



Source: Author elaboration.

As can be seen in the following table, a high number of surveyed companies, 71.6%, have been operating for more than 10 years, which means that they are solid companies, which shows the willingness of these entrepreneurs to risk their resources to maintain its presence in the market and expand it over time, in addition, the companies that have sustained themselves over time are innovative companies.

Table No. 1 Age of the company in the Market

	Frequency	Percentage
Less than 1 year	4	2,2%
Between 1 and 5 years	25	13,6%
Between 5 and 10 years	22	12,0%
Older than 10 years	131	71,2%
Does not know or does not respond	1	0,5%
Subtotal	183	99,5%
System Setting	1	0,5%
Total	184	100,0%

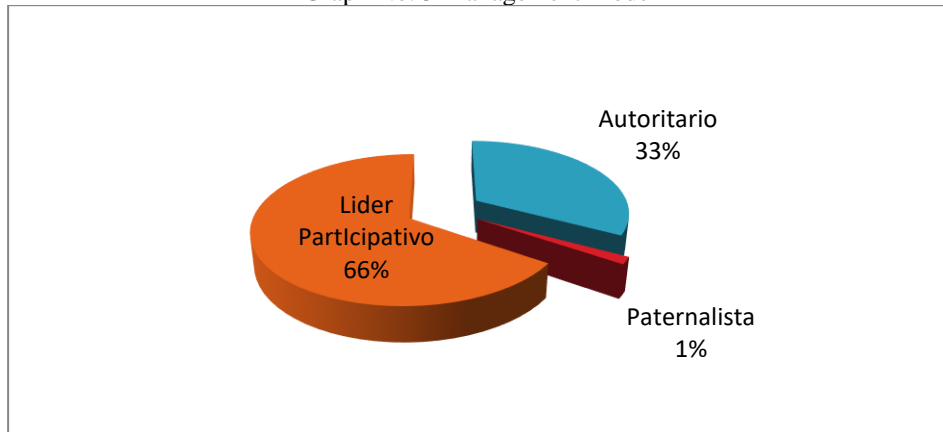
Source: Author elaboration.

Compared to the stratum, 33.7% of the entrepreneurs belong to the lower middle stratum, followed by 27.1% who belong to the middle, 19.3% to the low, and 11% to the high. Regarding their age, there is a marked trend in relation to the age at which the surveyed entrepreneurs started the trade, finding that 53% started from 21 to 30 years old, 24% from 16 to 20 years old, which shows that young people are called to generate business in this region. 17% started the trade between the ages of 31 and 40. It is also found that 6%, 7 entrepreneurs of the 121 who responded, started from 41 to 50 years, 3%, 4 entrepreneurs, from 9 to 15 years old and one entrepreneur started when he was over 50 years old.

Faced with the Managerial model, 66% of the respondents classified themselves as Participatory leaders, who are those who set limits and punishment when their orders are not followed as they want. 33% of those surveyed consider themselves authoritarian and can be described as follows: They give orders without giving explanations, they do not consult or be advised by anyone, they demand respect from their subordinates, they contribute to creating a negative work environment that feed on channels communication, orders that are issued to direct automata (orders that are carried out for fear of receiving

sanction) and little recognition.

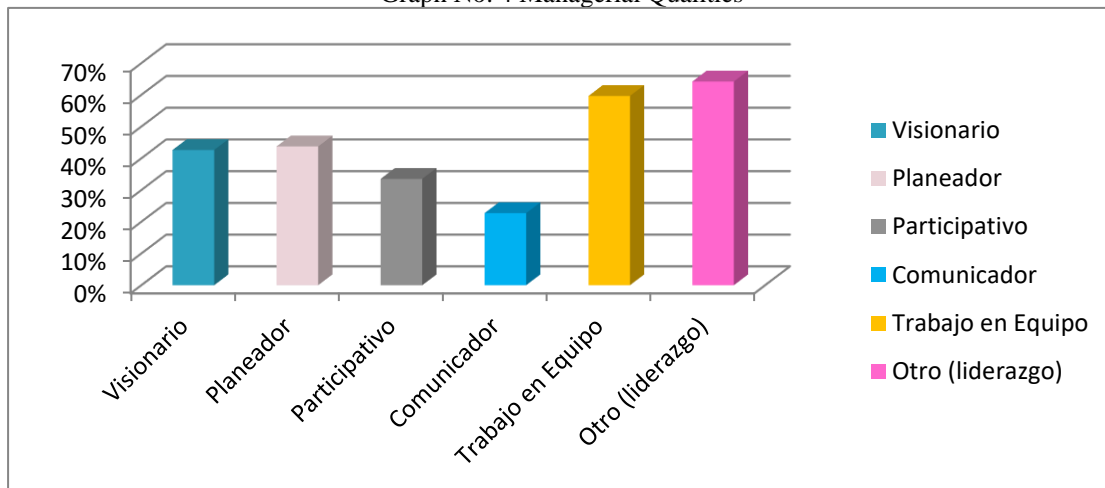
Graph No. 3 Management Model



Source: Author elaboration.

Regarding the qualities or skills of managers or entrepreneurs, the most referenced were leadership, teamwork, planner and visionary.

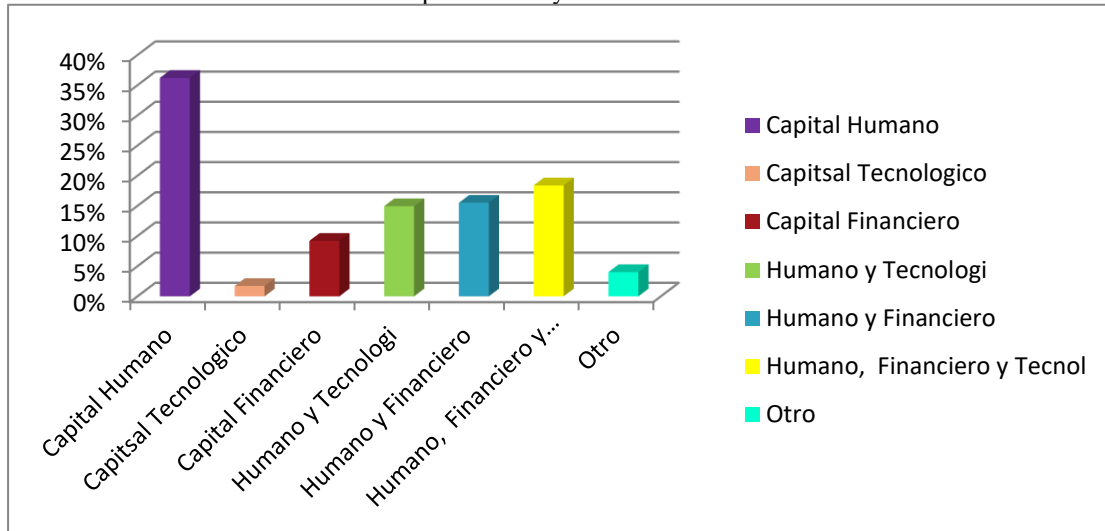
Graph No. 4 Managerial Qualities



Source: Author elaboration.

Faced with the key success factors in companies, the results showed that human capital is referenced as the main differentiating component in companies, followed by financial and technological.

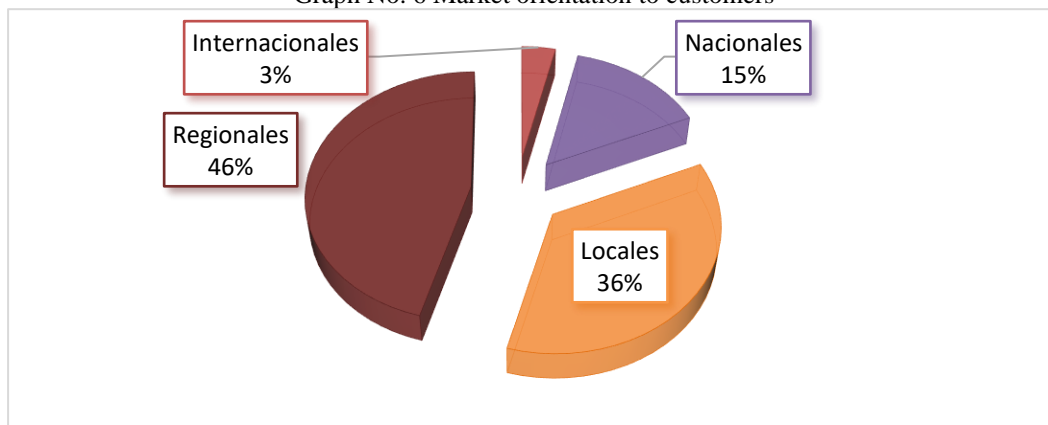
Graph No. 5 Key Success Factors



Source: Author elaboration.

Regarding the field of marketing, the market of the companies under study are oriented to regional clients in 45.7%, to local ones in 35.9%, in contrast to national ones at 14.7%, as well as international only 3.3%. This denotes that the market trend is to seek products from the region.

Graph No. 6 Market orientation to customers



Source: Author elaboration.

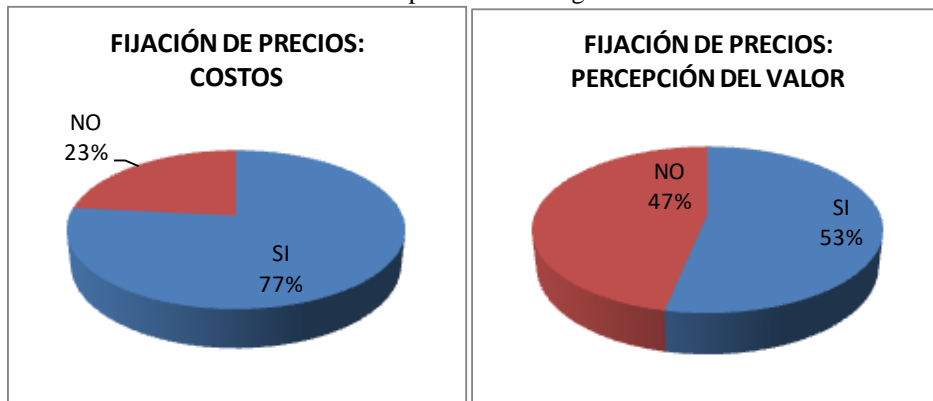
Regarding customers, 35.3% are oriented to serving old customers, 12% to serving new customers and 52.2% to serving traditional customers but looking for new customers, this aspect is very important. Clients are directed to final consumers.

When it comes to developing planning processes, 74.5% of companies do so based on the needs of customers, which implies that they have an orientation towards satisfying needs, there is 14.7% that do so from the design of products and 9.2% taking into account the competition. Customer follow-up is a concern of only 39.1%, which implies that 60.3% do not know what happened after the purchase, if this is analyzed with the percentage of companies that take into account customer suggestions, which amounts to 65.8% could say that a valuable source of information is wasted that could allow companies to develop new

products, improve existing ones, make changes and provide greater service.

Pricing is still closely linked to costs, since 77% take it into account, 53% take it into account the perception of value, a variable of great importance in the market, 42% are linked to lower prices and 26% at higher prices, from these results it can be concluded that there are still price concepts closely linked to costs and less to higher perceived value, which is an important aspect in the current market.

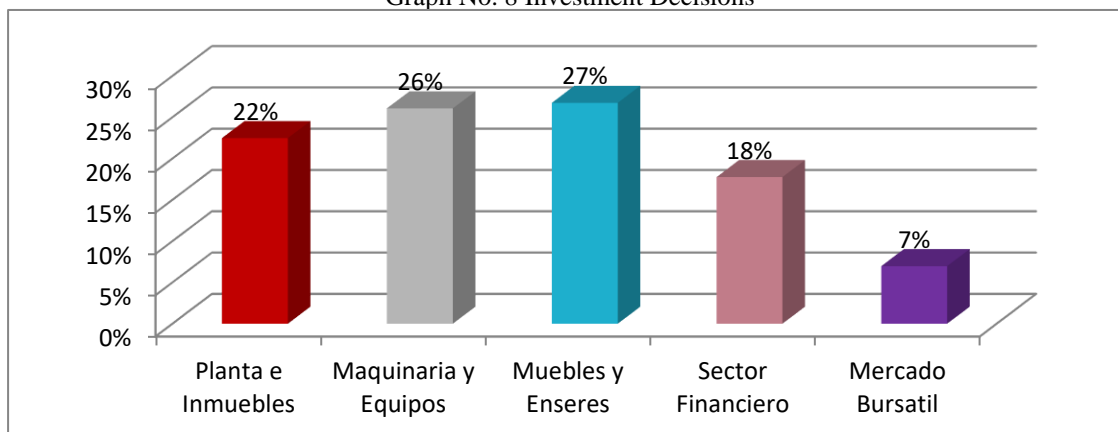
Graph No. 7 Pricing



Source: Author elaboration.

Regarding the financial field, investment decisions were found that 22% of those surveyed responded that they would make investments in plant and real estate, 26% in machinery and equipment, 27% in furniture and fixtures, 18% in the financial sector and 7% in the stock market, this means that entrepreneurs do not invest in capital assets which are truly income generators, since investing in furniture or the financial sector in real terms does not generate an appreciable return as if It can be done by investments in capital assets (machinery and equipment).

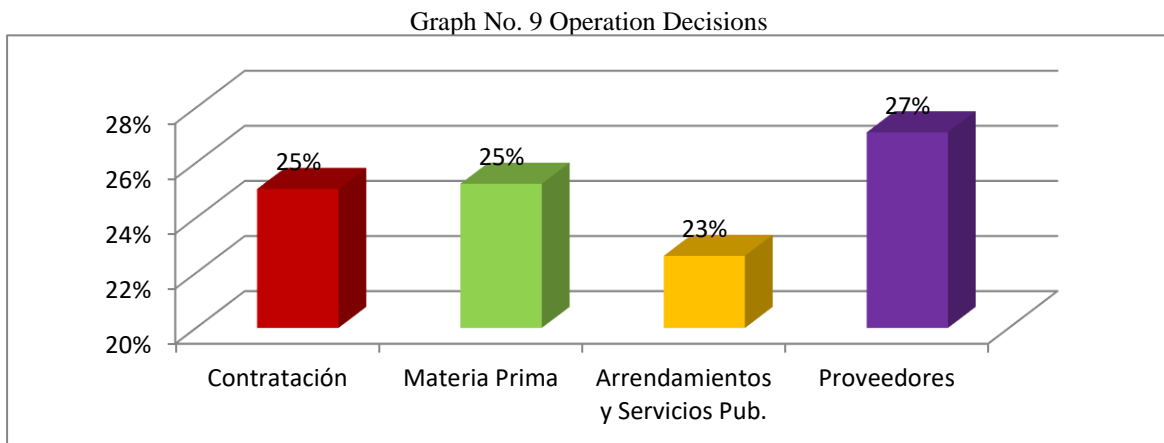
Graph No. 8 Investment Decisions



Source: Author elaboration.

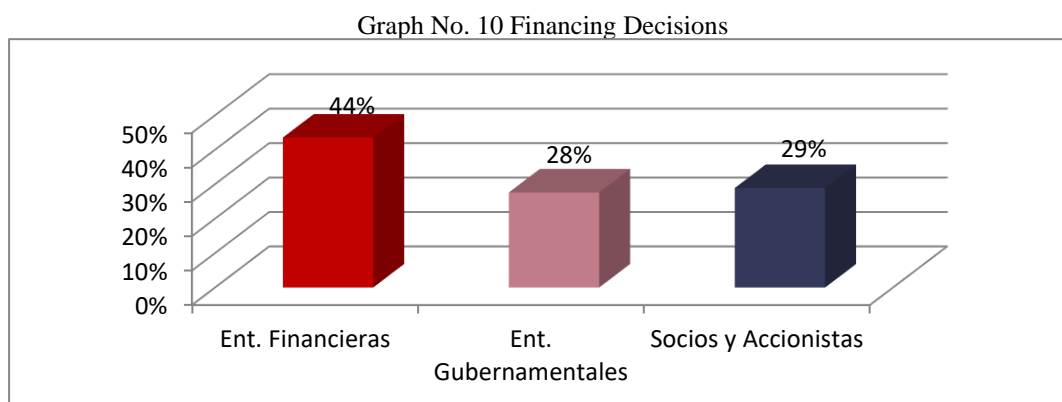
Regarding operating decisions, the resources for the operation are allocated as follows: 25% is allocated for contracting, 25% for the acquisition of raw materials, 23% for leases and public services and 27% for the payment of suppliers. This means that of the resources available for the operation, there is not

one item that surpasses the others, that is, there are no resources that have greater representation than others, they have similar shares.



Source: Author elaboration.

Faced with financing needs, entrepreneurs resort 44% to financial entities, 28% to Government entities and 29% to partners and shareholders, this means that entrepreneurs mostly leverage with the financial system, which generates a lower cost of financing than doing them through partners and shareholders, although Government resources are even cheaper than those of the financial system, these are very scarce and this makes it difficult to access them.



Source: Author elaboration.

Regarding the decisions to distribute dividends, 34% distribute resources according to the managerial proposal, 24% according to the bylaws, 10% according to external regulations and 8% do not respond and do not apply. According to the results, it can be concluded that most of the resources for the payment of dividends are used according to the decisions made within the organization, that is, to support the strategies that aim at organizational growth. Profitability is a factor that has the greatest influence on the distribution decision, since a high margin on sales and an adequate rotation of assets provide greater profitability and implies a greater capacity to distribute dividends.

6 CONCLUSIONS

- Among the main conclusions to highlight were:

- That most of the companies studied are concentrated in the city of Manizales, VillaMaria and Chinchiná respectively, which shows how business and economic development has been concentrated in the center of the department of Caldas. Most of the companies studied are dedicated to the commercialization activity, which showed similarity to previous studies and national trends.

- The companies studied show certain maturity and seniority in the market, this evidenced in their permanence in the market for more than 10 years in 71% of the companies studied, the above not only shows a certain trend with studies and national figures, but also It goes against the position with expressions and beliefs that the SME sector rotates a lot, frequently goes bankrupt or liquidated due to the difficulties of starting companies and the sector.

- Faced with the managerial field, the results showed how the privileged managerial model or profile is the participatory leader, very similar to previous studies, recognizing among the most important skills leadership, teamwork and being visionaries, as well as recognizing as the main key factor of success of their organizations human capital.

- In the field of marketing, the results showed that the companies' strategies are still mainly directed at regional markets, focused on end-consumer customers rather than business ones, oriented in a very similar way to mass consumption markets as well as specific market segments, but more focused on traditional clients, very little concerned with captivating new clients, mainly focused on the generation of products or services to satisfy the specific needs of their clients. The privileged strategy to publicize your product is direct promotion and in terms of additional services and products, the most prominent are customer service, specialized consultation, addresses, services and online promotion.

- Regarding the financial field, the main findings regarding investment decisions are still traditional (fixed assets), investment in the financial sector and capital markets is still unexploited, with regard to operating decisions they are concentrated in contracting , purchase of raw materials and management of suppliers. Regarding financing decisions, financial entities or their own financing continue to be preferred, rather than seeking government financing and they did not mention financing through the capital market as an option, all of the above showed similarity with results of previous research and other regional regions of the country.

REFERENCE

Baptiste, J. (1803). *el Traité d'économie politique*. México: traducido y editado por el Fondo de Cultura, (2001).

Cepal. (12 de 11 de 2009). Obtenido de *Panoramica Social de América Latina 2009*: <https://www.cepal.org/es/publicaciones/1232-panorama-social-america-latina-2009>

Dane. (2006). Obtenido de https://www.dane.gov.co/files/investigaciones/fichas/empleo/Anexos_Comision_GEIH.pdf

Lambing, P. (1998). *Empresarios pequeños y medianos*. México: Pentice Hall.

Montoya S., F. (2007). *Gestión de Negocios, unidad 1: Espíritu Empresarial (Vol. Segunda edición)*. Colombia: Editorial Blanecolor Ltda.

Timmons, J. (1994). *The Entrepreneurial Mind*.

Toro, J. (2009). *Financial Decisions of Managers of Pymes in Manizales*. *Journal International of Busisness and Finance*.