
Organizational Culture as a Factor in the Administrative Professionalization of Upholstery Microbusinesses in Acapulco.

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Abstract

The purpose of this study was to examine the relationship between organizational culture and the level of administrative professionalization in upholstery microbusinesses located in Acapulco, Guerrero. A quantitative approach, with a correlational scope and non-experimental design, was used, through the application of a 24-item instrument to a sample of 34 participants selected through stratified probabilistic sampling from a population of 51 microenterprises. The results indicate a positive, statistically significant relationship of moderate magnitude ($r = 0.613$, $p < 0.001$), where organizational culture explains 37.5% of the variance in administrative professionalization. The mission dimension was identified as the main structural weakness. Although the sample size limits the generalizability of the findings, the study provides relevant empirical evidence in a little-explored sector, highlighting the role of organizational culture as a key factor in the transition to formal management practices.

Keywords: Organizational culture, administrative professionalization, microbusinesses, upholstery.

1. Introduction

1.1 Introduce the Problem

In Mexico, micro, small and medium-sized enterprises (MSMEs) function as a central component of the national economy, concentrating 99.8% of establishments. This group includes family businesses linked to traditional trades, as well as productive, service and export units

(Economía, 2024). Within this structure, micro-enterprises in manufacturing and services—such as upholstery workshops—are relevant for the development of the local economy. However, they face increasing pressures associated with globalization, competition from imported products and the need to update their internal structures.

A recurrent obstacle to its consolidation is the limited administrative professionalization. Castilla (2014) states that professionalization does not only mean incorporating external personnel, but also moving from decisions based on intuition and empirical experience to formal practices of planning, organization, direction, and control. In Acapulco, this change is particularly important for the permanence of these businesses, which tend to operate with family and traditional schemes, and according to Madrid (2025) these family businesses find it difficult to integrate modern technologies and methods of management as a result of resistance to change and lack of knowledge of technology.

Different theoretical approaches argue that the viability of these changes does not depend only on financial resources, but also on the dominant organizational culture. For Denison (1990), culture is made up of values, beliefs, and principles that sustain the management system. Consequently, staff involvement, consistency of values, adaptability to the environment, and clarity of mission can decisively influence a microbusiness to formalize its management practices.

Despite the importance of the topic, there is a research gap focused specifically on the link between organizational culture and professionalization in the artisanal sector of Acapulco, Guerrero. Hence the central objective, which is to statistically analyze this relationship to provide evidence that helps owners recognize cultural strengths and turn them into competitive advantages.

1.2 Problem Statement

In the country, MSMEs make up 99.8% of establishments and contribute approximately between 52% and 55% of GDP (INEGI, 2025). However, their survival is usually fragile: business mortality exceeds 30% during the first two years. Soledispa, Pionce, and Sierra (2022) point out that many MSMEs continue to operate with traditional forms of organization and resistance to change, which limits their access to financing, their linkage with companies in the same sector, and their ability to adapt in a globalized and technologically dynamic environment.

In Acapulco, Guerrero, upholstery workshops are part of a niche of traditional manufacturing where a high level of informality persists. Today, these businesses face competitive pressure due to the entry of low-cost industrial furniture and regional economic vulnerability derived from external climatic phenomena. Although administrative modernization is necessary, there is frequent resistance from owners to the transition to professionalization schemes (Ramírez Castillejo et al., 2022).

The core of the problem is that administrative professionalization is not explained only by the availability of capital, but by the organizational culture that predominates in these microbusinesses. In upholstery family micro-enterprises, values and beliefs strongly linked to tradition and resistance to change are preserved, which affects the delegation of functions that derives from the absence of an organizational chart, and which also limits the long-term approach (Ramírez Castillejo et al., 2022). If the internal cultural environment does not encourage involvement or discipline to maintain the constancy of processes, formalization efforts tend to fail.

Therefore, the following question arises: How does organizational culture affect the administrative professionalization of upholstery microenterprises in Acapulco? If the relationship between the two variables is not evident, garages could continue to operate under empirical criteria that compromise their permanence and scaling in increasingly demanding markets.

1.3 Justification

MSMEs represent the support of the Mexican economic system: they exceed 99% of economic units and generate about 72% of employment (INEGI, 2021). In Acapulco, the upholstery sector not only provides sustenance to multiple families, but is also part of a value chain linked to tourism and the home; therefore, analyzing its internal processes is pertinent to strengthen the local economy in the face of global pressures, with a regional impact.

It is known that many microbusinesses operate with an empirical logic that restricts their growth. Gómez-Álvarez (2021) argues that moving towards professional management increases the capacity to respond to changing environments; in addition, Pérez-Vallejo, Vilariño-Corella, and Ronda-Pupo (2017) emphasize that change is constant and is usually assumed as a social and organizational need. In this sense, this study seeks to provide workshop owners with diagnostic tools that allow them to identify how their values and beliefs (culture) are favoring or blocking the formalization of administrative processes, to evolve from mere survival to sustainability.

Likewise, the work aims to contribute to administrative theory by examining the correlation between cultural dimensions and administrative professionalization in a context of high uncertainty, such as the one that Acapulco's upholstery microbusinesses are going through.

2. Objectives

2.1 General

To analyze the incidence of organizational culture on the degree of administrative professionalization of microenterprises in the upholstery sector in Acapulco, Guerrero.

2.2 Specific

1. To describe the predominant features of the organizational culture in upholstery microenterprises in Acapulco, based on Denison's (1990) model.

2. Evaluate the level of administrative professionalization considering the dimensions of the administrative process: planning, organization, direction and control.
3. To statistically estimate the correlation between the dimensions of organizational culture and the levels of administrative professionalization using Pearson's coefficient, in order to test the research hypothesis.

3. Hypothesis

H0: The organizational culture does not significantly influence the process of administrative professionalization of microenterprises in the upholstery sector in Acapulco.

H1: There is a significant relationship between organizational culture and the level of administrative professionalization of microenterprises in the upholstery sector in Acapulco, Guerrero.

4. Variables

Independent variable: Organizational culture

Dependent variable: Administrative professionalization

5. Theoretical framework

5.1 State of the art

In the recent literature on micro, small and medium-sized enterprises (MSMEs), there is a growing consensus that low administrative professionalization constitutes one of the main structural constraints for their growth, productivity and sustainability. This phenomenon is particularly evident in traditional manufacturing sectors, such as the furniture and upholstery industry, where empirical and informal organizational schemes predominate (Soledispa et al., 2022; Ramírez-Castillejo et al., 2022).

From an analytical perspective, administrative professionalization has been approached as the transition from intuitive practices to formal management systems based on strategic planning, financial control, and information-based decision-making. However, recent empirical evidence suggests that such a transition does not occur in a linear or automatic manner. On the contrary, several studies have documented that microbusinesses face internal rigidities that limit the adoption of modern administrative practices, such as the centralization of power in the owner, the absence of defined organizational structures, and the low formalization of processes (Nguyen et al., 2024; Escobar-Castillo & Velandia-Pacheco, 2024).

In this sense, an emerging line of research has shifted the traditional approach – focused exclusively on technical resources and capacities – to a broader perspective that recognizes the role of sociocultural factors as conditioning factors for professionalization. Under this approach, organizational culture not only influences operational efficiency, but also determines the very viability of administrative formalization. Recent studies show that values associated with

interpersonal trust, tradition, and centralized decision-making predominate in family microenterprises, which generates a structural tension between internal cohesion and organizational formalization (López-Torres & Maldonado-Guzmán, 2023).

At the international level, the literature has identified that MSMEs in emerging economies have recurrent patterns of administrative informality. Nguyen et al. (2024) demonstrate that the lack of systematization in management processes limits the ability of these organizations to generate organizational learning and adapt to dynamic environments. In a complementary way, Sari and Ahmad (2024) argue that the absence of structured intellectual capital and strategic capabilities significantly reduces the competitiveness of small firms, particularly in contexts of high uncertainty.

In traditional manufacturing sectors, such as furniture, these limitations take on greater depth due to their artisanal nature. Recent literature indicates that these microbusinesses have low levels of productive standardization, limited strategic planning, and the absence of formal control systems, which restricts their ability to integrate into broader value chains (García-Pérez et al., 2023). Likewise, reliance on tacit knowledge hinders the transfer of skills and the scalability of the business, perpetuating low-complexity organizational structures.

From an institutional perspective, international organizations have stressed that, although MSMEs represent more than 90% of the global business fabric, their contribution to economic development is limited by weaknesses in managerial and organizational capacities. In particular, the United Nations global report (2024) highlights that the lack of administrative professionalization translates into lower levels of productivity, innovation, and resilience, which increases their vulnerability to changes in the environment.

It should be noted that one of the most relevant contributions of recent literature is the conceptualization of administrative professionalization as a complex sociotechnical process. From this perspective, the adoption of management tools does not depend only on their availability, but also on the organization's ability to internalize them within its system of values and practices. Escobar-Castillo and Velandia-Pacheco (2024) highlight that informality in knowledge management prevents the institutionalization of processes, limiting the consolidation of organizational capacities.

Despite these advances, three critical gaps in the literature are identified:

1. Sectoral gap: Most studies analyze MSMEs in an aggregate way, without delving into specific sectors such as furniture or upholstery, where productive and cultural dynamics have particular characteristics.
2. Contextual gap: There is limited empirical evidence in local contexts, especially in southern regions of Mexico, where factors such as informality, artisanal tradition, and economic vulnerability configure differentiated scenarios.

3. Integrative gap: Although the importance of organizational culture is recognized, there are few studies that jointly analyze its relationship with administrative professionalization from a quantitative and explanatory approach.

Consequently, this study is inserted in this gap by proposing an empirical analysis that links organizational culture with administrative professionalization in microbusinesses in the upholstery sector. This approach allows us to advance in the understanding of professionalization not as a merely technical process, but as a multidimensional phenomenon in which cultural, organizational, and structural factors interact.

In summary, the contemporary literature converges in that the deficiency in administrative professionalization in microbusinesses does not respond exclusively to resource limitations, but to a complex configuration of internal factors that condition the adoption of formal management practices. In this framework, organizational culture emerges as a key element to explain why some microbusinesses manage to move towards more structured schemes, while others remain anchored in empirical management models.

5.2 Organizational Culture

Organizational culture can be understood as the network of values, beliefs, and principles that sustain an organization's management system (Schein, 2017). In micro-manufacturing enterprises such as upholstery, it is especially useful to use approaches that allow these traits to be quantitatively measured.

Denison's (1990) model stands out for linking culture and performance through four dimensions:

5.2.1 Involvement

It assesses the extent to which people, at different levels, feel committed to their work and aligned with organizational objectives (Denison, 1990). It is based on the development of skills, a sense of ownership and responsibility. In upholstery workshops, this is reflected in the ability for employees to make operational decisions and collaborate as a team to solve production problems. When involvement is high, the sense of belonging is strengthened and the need for costly bureaucratic controls decreases.

5.2.2 Consistency

It refers to the existence of an internal base of values and systems that allow a stable workflow to be maintained (Denison, 1990). It considers indicators as core values, agreement and coordination/integration.

5.2.3 Adaptability

It alludes to the ability to interpret signals from the environment and convert them into strategic responses (Denison, 1990). Adaptable organizations are customer-oriented, take risks, learn from mistakes, and can create change.

5.2.4 Mission

It provides purpose and direction, by defining a vision of the future and concrete goals (Denison, 1990). It is a crucial element for permanence, because it gives meaning to daily work and guides long-term decisions.

5.3 *Administrative Professionalization in Microenterprises*

Professionalization in SMEs involves applying management strategies that are especially useful in dynamic and operational stages, in order to ensure the achievement of objectives (Cabrejos-Burga, Estela-Estela, & Nicolás-Rojas, 2020, p. 79). It does not necessarily require high investments, but rather adopting strategic thinking that formalizes the administrative cycle: planning, organization, direction, and control (Chiavenato, 2019, p. 1).

Chiavenato (2019) defines management as the rational conduct of organizational activities, based on planning, structuring, leadership, and control, indispensable elements for the existence and success of any organization (p. 1).

In Mexico, professionalization is a major challenge, as many microenterprises operate with family and informal cultures, where decision-making is concentrated on the owner; this reduces scalability and reinforces the absence of professional practices (Cabrejos-Burga et al., 2020, p. 70). In the upholstery sector, professionalization can translate into inventory controls, formal budgets, and standardization of technical processes.

5.4 *Culture as a Determinant of Administrative Professionalization*

The transition from empirical management to administrative professionalization does not depend only on technical tools: it requires cultural support that makes it viable. In this sense, articulating Denison's (1990) model with Chiavenato's (2019) administrative process allows us to understand professionalization as a sociotechnical phenomenon: culture functions as a basis and the administrative process as a structure.

According to Denison (1990), mission and consistency provide strategic direction and an infrastructure of values that are essential for effectiveness. When related to Chiavenato's (2019) planning and control, it can be seen that formalization is only consolidated when the owner and his team share a long-term vision and agreements on work methods. Without a clear mission, planning becomes reactive; With weak consistency, it is difficult to sustain standardized financial and operational controls.

In turn, involvement and adaptability are connected to management and the organization. Professionalization requires empowered personnel capable of responding to changes in the environment. When culture drives engagement, management tends to be less authoritarian and more fluid, facilitating effective delegation and continuous improvement.

Thus, organizational culture can be assumed as the determining factor of administrative formalization, because it establishes the "disposition to order" within the microbusiness. Zapata-Rotundo and Mirabal-Martínez (2018) point out that professional management emerges when internal values and beliefs require replacing intuition with method, turning culture into a sustainable competitive advantage.

6. Methodology

This research is based on a positivist paradigm with a quantitative approach. This framework allows data collection and statistical analysis to establish behavioral patterns and test the hypothesis raised about the relationship between organizational culture and administrative professionalization. The design is non-experimental, cross-sectional and correlational in scope, collecting information at a single time to determine the degree of relationship between the variables.

Unlike studies that use convenience samples, in this work a stratified probabilistic sampling was applied for a finite population of $N = 51$ upholstery microenterprises, according to data obtained from the National Statistical Directory of Economic Units of INEGI (2025). According to Hernández-Sampieri et al. (2014), probability sampling is a method that divides the population into segments and selects a sample in each one (p. 181). The statistical formula was applied for the calculation of the sample, obtaining a representativeness of $n = 34$ participants. This procedure ensures that each economic unit had a probability of being known, minimizing selection bias and allowing the inference of results towards the sector studied.

The formula for calculating the probabilistic sample is presented below:

$$n = \frac{N * Z^2 * p * q}{e^2 * (N - 1) + Z^2 * p * q}$$

Where:

N (Population): 51 workshops

Z (Confidence Level): 1.96 (corresponds to 95% confidence)

E (Margin of Error): 10% (0.10)x

p (Probability of success): 0.5

q (Chance of failure): 0.5

$$n = \frac{51 * (1.96)^2 * 0.5 * 0.5}{(0.10)^2 * (51 - 1) + (1.96)^2 * 0.5 * 0.5}$$
$$n = \frac{48.9804}{0.5 + 0.9604} = \frac{48.9804}{1.4604} = 33.539 = 34$$

The size of the representative sample for the study is 34 microbusinesses, which is equivalent to 66.7% of the total universe (N=51), that is, the reality of 2 out of 3 upholstery microbusinesses is shown. This percentage ensures a high statistical power for the Pearson correlation tests executed in the research.

6.1 Collection Instrument

Under the survey technique, a 24-item questionnaire developed from the operationalization of the variables administrative professionalization based on the adaptation of administrative functions by Chiavenato (2019) and organizational culture through Denison's (1990) trait model was used as an instrument. This questionnaire was applied in person to the owners of the 34 upholstery microbusinesses and was validated using Cronbach's Alpha coefficient, obtaining a value of 0.817.

Table 1. Operationalization of the administrative professionalization variable.

Dependent variable	Dimension	Indicator	Item
Administrative professionalization	Planning	Budgets	1. We prepare written budgets before accepting a job.
		Strategy	2. We plan to purchase supplies to avoid shortages. 3. We have a contingency plan to protect the workshop against external events (climatic or economic).
	Organization	Structure	4. Each worker knows exactly what his or her duties are.
		Processes	5. We have an established order for the processes (cutting, arming). 6. There is a space delimited and organized specifically for each stage of production.
	Address	Communication	7. Brief and periodic meetings are held to communicate the progress and pending of the workshop.
		Leadership	8. Decisions are made by analyzing costs and not just by intuition. 9. The owner motivates the staff and resolves conflicts fairly.
	Control	Evaluation	10. We periodically evaluate the waste of materials to optimize the use of fabrics and supplies.
			11. The quality of each piece of furniture is checked before final delivery.
		Finance	12. We keep a daily record of money inflows and outflows.

Note: Authors.

Table 2. Operationalization of the organizational culture variable.

Independent variable	Dimension	Indicator	Item
Organizational culture	Involvement	Empowerment	13. Staff have the necessary authority to make decisions in their daily tasks. 14. Employees feel committed to the success of the business.
		Teamwork	15. Work as a team to solve production problems.
	Consistency	Coordination	16. The workshop maintains uniform quality standards, no matter who performs the work. 17. It is easy to agree on how to place orders.
		Core Values	18. There is a set of shared values that guides our work.
	Adaptability	Learning	19. We are constantly looking for new techniques or materials to improve the upholstery offer. 20. We learn from mistakes so as not to repeat them in the future.
		Customer Focus	21. We respond quickly to changes in customer tastes or trends.
	Mission	Strategic direction	22. The long-term growth of the workshop is more important than the immediate economic benefit.
		Vision	23. There are clear production goals that we all know. 24. We have a clear vision of where we want to go in the future.

Note: Authors.

The 24 items observed in tables 1 and 2 are part of the questionnaire applied (research instrument, annexes 1, 2 and 3), in which the answers were answered with a five-point Likert scale, where the values represent the participant's level of agreement with the statement presented:

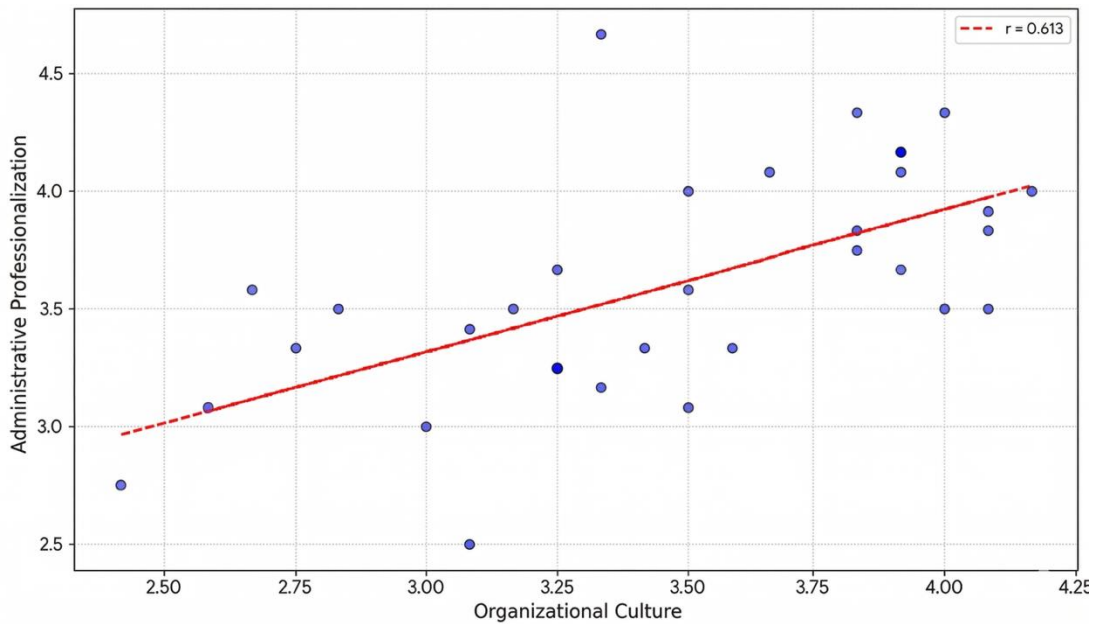
1. Totally disagree.
2. Disagree.
3. Neither agree nor disagree.
4. Okay.
5. I totally agree.

7. Results

After processing the 34 surveys, Pearson's correlation (r) was used to estimate the relationship between Organizational Culture and Administrative Professionalization, obtaining the following results:

1. Strength of the relationship: the value $r = 0.613$ reflects a positive and relevant association, considered moderate-high.
2. Management: being positive, it indicates that increases in professionalization (planning, controls, records) tend to be accompanied by improvements in internal culture (commitment, coordination, vision).
3. Significance: with $p = 0.0001$ (less than 0.05), it is concluded with high confidence that the relationship is not due to chance and suggests a real link between both variables in upholstery workshops.

Figure 1. Pearson's Correlation Culture vs. Professionalization.



Note: Authors.

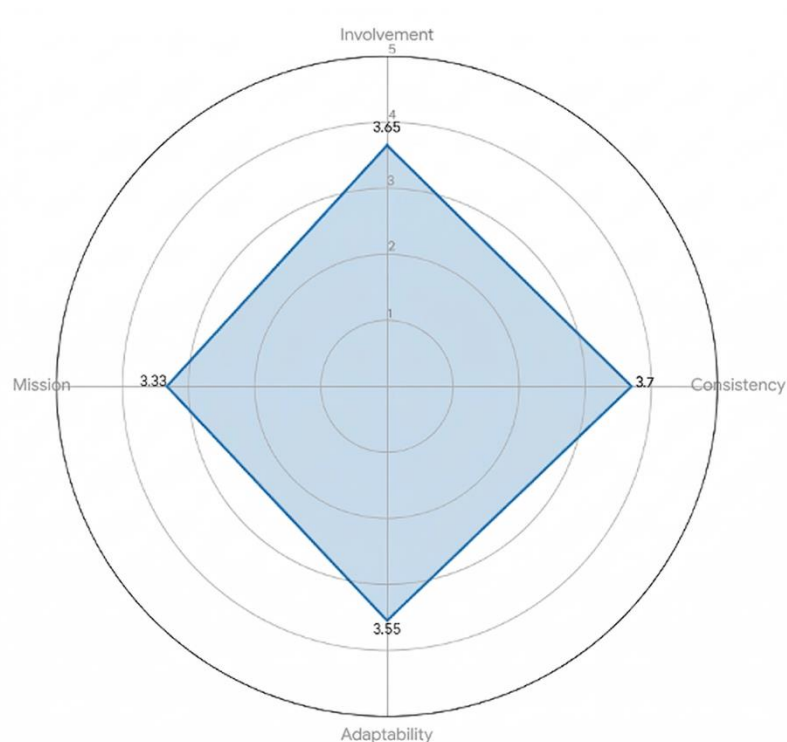
The positive nature of the correlation ($r=0.613$) indicates that there is a direct relationship between organizational culture and managerial professionalization. In terms of management, this implies that as microenterprises strengthen their administrative practices (particularly in planning, organization, direction and control), conditions are generated that favor the development of a more solid organizational culture, characterized by greater commitment, internal coordination and strategic clarity.

Conversely, a strengthened organizational culture (especially in dimensions such as involvement and consistency) facilitates the adoption of formal management practices, by promoting organizational discipline, alignment of objectives, and willingness to change.

This result suggests that administrative professionalization and organizational culture do not operate as isolated elements but as interdependent processes that feed off each other, configuring a cycle of continuous improvement in the management of upholstery microenterprises.

In addition, a Denison radar chart was integrated to represent the cultural profile of upholstery microbusinesses.

Figure 2. Cultural Profile of the Tapestry Sector (Denison Model)



Note: Authors.

General reading: the radar shows a contraction in the Mission dimension, identified as the critical weakness.

Contrast: Involvement and Consistency have higher scores, which suggests that professionalization is mainly sustained by internal cohesion and staff commitment.

Priority area: The reduction in Mission reveals a lack of shared vision, limiting long-term strategic growth.

8. Conclusion and Discussion

8.1 Conclusions

8.1.1 Acceptance of the Hypothesis

It is corroborated that organizational culture is positively and significantly related to administrative professionalization in upholstery workshops. When there are shared values and effective communication, the transition to formal processes becomes more feasible.

8.1.2 Level of Professionalization

The workshops show a moderate-high level of professionalization, especially in process organization and operational planning. However, critical areas such as financial control and waste assessment remain, with a direct impact on profitability.

8.1.3 Strategic Weakness

The greatest cultural deficiency is located in the lack of vision and clear goals (Mission). Without a defined organizational identity, professionalization efforts tend to be dispersed and it is difficult to build a differentiated value proposition.

8.1.4 Practical Implications

To increase the competitiveness of upholstery microbusinesses in Acapulco, it is necessary to strengthen the involvement of the staff. Professionalization should be understood as a cultural change, beyond "filling out forms", where each employee recognizes their role in the face of external economic challenges.

8.2 Discussion

The results show a close and statistically significant relationship between organizational culture and administrative professionalization. This indicates that management maturity does not depend only on introducing technical tools, but on the cultural solidity that supports them.

By dimensions, Planning stands out as the most visible fortress ($\bar{x} = 3.75$). In the context of Acapulco, this value can be interpreted as an adaptive reaction to market pressures such as budgeting and forecasting inputs as a survival strategy in the face of import competition. However, there is still a significant gap with respect to the Mission, which suggests that these micro-businesses operate under a survival management and lack administrative professionalization. Denison's radar reinforces this idea by highlighting the absence of shared direction, making it difficult to turn operational efforts into sustainable growth goals.

In sum, low mission clarity reduces the ability to create lasting competitive advantages; a reactive and familiar culture predominates, which limits the 37.5% of variance explained by culture to translate into an administrative structure sufficiently robust to face the displacement by low-cost industrialized products.

8.3 Recommendations

1. Reinforce the strategic vision (Mission): since it was the lowest score, it is suggested to promote the transition from empirical management to professionalization with strategic orientation.
2. Define organizational identity: formalize the mission and vision of the workshop as a basis for aligning decisions.
3. Establish medium-term goals: set objectives that exceed daily survival and guide competitiveness against industrial products.
4. Leverage Engagement and Cohesion:
 - Quality circles: periodic meetings with staff participation in process improvement decisions.
5. Formalize waste control and evaluation:
 - Registration systems: logs of inputs and costs to optimize the use of fabrics and foams.
 - Administrative training: basic training in accounting and costs for owners.

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10. Appendices

Annex 1



Fecha: _____

Agradecemos su disposición para colaborar en esta encuesta. Sus opiniones y percepciones son esenciales para nuestro estudio de investigación, le recordamos que su participación es completamente anónima y confidencial, la cual será usada con fines académicos exclusivamente.

Indicaciones: Por favor, responda a las siguientes preguntas conforme a su opinión. Marque con una "X" el número que represente su idea con respecto a las siguientes cuestiones, tome en cuenta la tabla de abajo para saber a cuanto equivale cada número según sea su respuesta.

Edad: _____ Sexo: _____ Último grado de estudios: _____

Antigüedad: _____

1	2	3	4	5
Totalmente en desacuerdo	En desacuerdo	Ni de acuerdo ni en desacuerdo	De acuerdo	Totalmente de acuerdo

No.	ITEMS	1	2	3	4	5
Profesionalización administrativa						
Presupuestos						
1	Elaboramos presupuestos escritos antes de aceptar un trabajo.					
Estrategia						
2	Planeamos la compra de insumos para evitar el desabasto.					
3	Contamos con un plan de contingencia para proteger el taller ante eventos externos (climáticos o económicos).					
Estructura						

Annex 2

4	Cada trabajador sabe exactamente cuáles son sus funciones.						
Procesos							
5	Contamos con un orden establecido para los procesos (corte, armado).						
6	Existe un espacio delimitado y organizado específicamente para cada etapa de la producción.						
Comunicación							
7	Se realizan reuniones breves y periódicas para comunicar los avances y pendientes del taller.						
Liderazgo							
8	Las decisiones se toman analizando costos y no solo por intuición.						
9	El dueño motiva al personal y resuelve conflictos justamente.						
Evaluación							
10	Evaluamos periódicamente el desperdicio de materiales para optimizar el uso de telas e insumos.						
11	Se revisa la calidad de cada mueble antes de la entrega final.						
Finanzas							
12	Llevamos un registro diario de entradas y salidas de dinero.						
Cultura Organizacional							
Empoderamiento							
13	El personal tiene la autoridad necesaria para tomar decisiones en sus tareas diarias.						
14	Los colaboradores se sienten comprometidos con el éxito del negocio.						
Trabajo en equipo							
15	Se trabaja en equipo para resolver problemas de producción.						
Coordinación							
16	El taller mantiene estándares de calidad uniformes, sin importar quién realice el trabajo.						
17	Es fácil ponerse de acuerdo en la forma de realizar los pedidos.						
Valores Centrales							
18	Existe un conjunto de valores compartidos que guía nuestro trabajo.						
Aprendizaje							
19	Buscamos constantemente nuevas técnicas o materiales para mejorar la oferta de tapicería.						

Annex 3

20	Aprendemos de los errores para no repetirlos en el futuro.								
Enfoque al Cliente									
21	Respondemos rápido a los cambios en gustos de clientes o tendencias.								
Dirección estratégica									
22	El crecimiento a largo plazo del taller es más importante que el beneficio económico inmediato.								
Visión									
23	Existen metas claras de producción que todos conocemos.								
24	Tenemos una visión clara de hacia dónde queremos ir en el futuro.								

Agradezco el tiempo y la atención dedicados a responder estas preguntas. Su participación es esencial para obtener información precisa y confiable que contribuya al avance de mi investigación.

Los datos proporcionados serán utilizados únicamente con fines académicos y manejados con estricta confidencialidad.

Gracias por su participación.