

Management and Human Capital Development in Industry: A Case of Guanajuato State - Mexico

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ABSTRACT

The objective of our research is to describe the characteristics of management and development of human capital in a group of companies of the State of Guanajuato. The study is based on the results of the survey "processes of institutionalization, innovation and business strategies, EIEBAC 2010 - 2011 ", which was applied to 133 manufacturing companies. Among the relevant results we will find that most of the surveyed companies can be framed within the "traditional" and "taylorist" types, and some as "precarious toyotism". In relation to forms of work organization, they still have clear characteristics of traditional companies or conservative (poor planning and systematization) and especially taylorist-Fordist forms (strongly hierarchical Division of labour, clear of the managerial figure and domain monitoring, low participation in decision-making and mobility of workers, poor technological level in relation to international standards, etc.).

Keywords: *Organization of work, organizational forms, development of human capital, worker participation*

1. INTRODUCTION

The objective of this research is to describe the characteristics of management and development of human capital in a group of companies of the State of Guanajuato. The interest is to explore the ways in which the Organization of work is taken (or organizational forms: division, formalization and control of work, mainly), and describe the practices that they generate in relation to the situation and development of human capital, such as labour (Constitution of Trade Union relations, groups of development, groups self-managed, etc.), employment conditions (categorization, clearing systems, systems of promotion, etc.), staff turnover (by default and mandatory), incentive systems (social benefits, productivity bonuses, commissions, maturity curves special services staff, etc.), identity and integration of personnel, programs for personal and professional development, among other aspects. Before presenting the results and methodological development, we will show a brief analysis of key concepts (labour and human capital forms of organization), as well as a brief overview of the region's state of the art research in the State of Guanajuato.

2. WORK ORGANIZATION

Organization at work and the production of products and services has been one of the core issues within society throughout the history of man. Currently, work organization also tends to be associated with the concept of organizational form. "Organizational forms", according to [1], are a system of structural variables, and proposes six dimensions or variables to categorize them:

1) Size of the labor force; 2) Object of work; 3) Means of labor; 4) The division of labor; 5) Control of work and 6) ownership and control. Forms of productive organization are usually divided in preindustrial, industrial and post-industrial [2]. They also tend to be called pre bureaucratic, bureaucratic and posbureaucratic to emphasize the type of labor relations and established power [3]. Worker participation in decisions about production, for example, presupposes a high professional capability, not only in terms of operational tasks, but it also implies an important autonomy in decision-

making [4,5], being that a characteristic trend of forms of contemporary organisation or posbeurocratic.

3. HUMAN CAPITAL DEVELOPMENT

Apparently the term 'Human Capital' emerges in the environment of economists, especially from the changes that have been occurring in organizations since the second half of the 20th century, and especially the preponderant roles that knowledge and human talent play on the new trend of economy called New Institutionalism [6,7]. General economic thought conceived capital generally as a set of assets – that is, things that might be appropriate and able to increase.

It is difficult in today's world and in the modern enterprise of the 21st century within a classicist society to recognize the large existing contradictions that are held around the concept of Human Capital and the introduction of new technologies; on one hand, giving more importance to education and training as a determinant of productive capital while evaluating its impact on the results of the company, and on the other hand, the rate of unemployment increases as well as producing precarious forms of work; not to mention the contradictions among improvements in human capital and wages.

The current meaning of Human Capital has not changed much in recent years, although for four decades it was defined as the knowledge and skills that are part of people, their health and the quality of their work habits [8]. It also includes the idea of exploiting human contribution to the full, as an intangible asset is assigned a value and is considered as part of the company's Capital. Steady technological progress, and the need to boost innovation, highlighted in the last decade, as well as the necessary investment in providing knowledge, training and information to people, so this is reversed in turn into more innovation.

[9,10], designated Intellectual Capital elements as: Human Capital, Structural capital and relational Capital. He defines Human Capital (10: 19) as composed by: "the knowledge that the employee gets when he leaves the company. It includes knowledge, abilities, experiences and skills of the persons that make up the organization. As part of

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this knowledge is exclusive to individuals, it may be generic elsewhere.

Given the above, the promotion of the development of human capital is increasing with more clarity and impact. For example, the International Labor Organization has assumed this factor as the key strategy for the promotion of employment equity in the world, through a proposal called decent work. The best expression of the goal of decent work is the view that people have of it. "It's their place of work and their future prospects, of their working conditions, of the balance between work and family life, the possibility of sending their children to school or out of child labor. It is gender equality, about equal recognition and training of women so that they can make decisions and take control of their own lives. It's the personal capabilities to compete in the market, to keep up with new technological skills and preserve health. It is developing business skills and to receive a fair share of the wealth that they have helped to create and not being subject to discrimination; it's having a voice in the workplace and the community".

4. HUMAN CAPITAL IN THE STATE OF GUANAJUATO

4.1. Industry in the State of Guanajuato

The State's economy has changed radically due to industrialization processes and trade expansion, transportation and services; combined with a growing crisis in the agricultural sector. Thus, it has turned from a predominantly rural economy (farming), to an urban economy (manufacturing and services).

The main problems of micro and small enterprises are: lack of worker and entrepreneur training, lack of productive chains integration, precarious to be inserted to their potential markets, inadequate communications infrastructure and services, reduced technological modernization, limited access to technical assistance that can improve areas of productivity, competitiveness and quality, limited use of management, investment and financing systems, among others.

Manufacturing is mainly directed towards the automotive industry, with 58.2% of the gross manufacturing census added value. This activity is followed by: textile industry, clothing, footwear, leather and its products, with more than 15.0%; food, beverage and tobacco, 15.0% and chemicals and petroleum, with more than 12.9%. The main municipalities with a high concentration of employed population in commercial and industrial establishments, defined as economic units, are Leon, Celaya and Irapuato, with 62.0%; If you include Salamanca, it would reach 67.0%.

The fundamental problem in corporate culture and human capital in the State of Guanajuato may be summarized as follows: a) Lack of world-class suppliers in the city and customer/supplier partnerships; b) Lack of organization in productive activities; c) Lack of robust supply chains; d) Profits are not re-invested. Instead, they are consumed in high living standards; e) Companies work with non-professional family structures that usually inherited the business; f) Lack of technological innovation in activities and production processes; g) It has great human capital but poor social and intellectual capitals.

4.2 Work Organization in Guanajuato's industry.

Today it takes more strength to achieve a good use of organizational culture, Even though it has been a subject of interest since the 80s; thus becoming a key strategy within enterprises.

Organizational culture can be seen as something general which applies in companies and/or institutions; coupled with this concept is the work organization which, in turn, is associated with the concept of organizational form. As technological and scientific advances are made, there have been various emerging models of work and/or organizational forms.

First of all, we can find "lean production" and "Toyotism" seeking the balance between humanism and productivity, these names stand out mainly in the Japanese model, which is clearly represented by companies such as Toyota. The optimization of resources is important for this model, as well as to prevent waste; especially prioritize the implementation of light production in comparison with a Fordist model. This avant-garde model insists on the need for less inventory supplies, less time to prepare machinery and to optimize the number of workers.

Here a modality called "Just in time" arises, which is characterized by the participation of subcontractors that are not necessarily chosen for costs, but for the ability to efficiently collaborate with the company to reduce inventories and optimize resources; It Likewise manages to establish a cooperative network based on relationships of trust and transparency that allows achieving long-term contracts.

Work organization within enterprises, today is to take the opinion of the employees more into account regarding some of the decisions that take place regarding production, which in turn promotes further development of the operational aspect.

In this sense, work organization refers to models that are centered in the production process and its organizational transformation, which is summarized in the implementation of total quality and just in time control.

Even though the company has no knowledge of specific studies regarding organizational architecture, there are some works about the manner in which they should work, as well as on how learning innovation is generated and on other topics in companies from Guanajuato state, mostly from footwear companies [11, 12, 13, 14, 15, 16, 17, 18, 19]. In relation to organizational forms, [16], studied a group of 13 footwear companies in Leon and reported that most of them meet the characteristics of the Taylorism-Fordism model, with various pre-Taylorist dyes, conservative or traditional. For example, to assign a worker new income to his job, the basic mechanisms are the proposal of the Manager or supervisor, and sometimes by the human resources department; occasionally workers perform a knowledge exam. Virtually none performed knowledge exams. Most of the training takes place in the same job. There are no precise periods for this function.

Work Organization is mainly centralized and low worker participation regarding key processes. While some mentioned companies have procedure manuals, their use is not common; in this regard there were contradictions between what was said by managers and workers, for those generally do not

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exist or are underutilized, and those that do exist are frequently used.

No doubt the perception that we have of the same reality tends to differ by the different actors involved in a given context. Communication and supervision was considered to be relevant, and the general trend of the three levels of implementation of the survey was to qualify them as good or acceptable. However, these are obviously more vertical than horizontal; Although mentioned, the frequent use of workers as a team is generally highly dependent on monitoring and they do not enjoy autonomy.

In general, these findings are also similar to those found by [13], in a study of the manufacturing companies in the State of Guanajuato, and [20] in a study of micro, small and medium enterprises (SMEs) in this State.

Recent work by [13], about the competitive capabilities in the footwear industry, shows that it has been developed to reach technologically standardized production processes. This sector is dominated by offer, which means that the radical innovations in processes are given by machinery suppliers.

In manufacturing, innovations are fundamental in process and product design. In general, they are designed to increase productivity, which at the same time negatively affects learning and the construction of knowledge; for example, when a company studied by [13] (in addition to quantitative research, he performed the case study of two companies), started its activities, it used multifunctional worker cells in the stitching area. However, with the aim of increasing productivity, they introduced a conveyor belt, which helped them attain their goal, but prevented workers to share their knowledge and experiences, due to the need to pay more attention to the rhythm of the belt.

This does not mean that the search to increase productivity is a process opposite to the generation of knowledge, the search of productivity itself might limit the generation of new ideas or innovation, to sacrifice physical spaces and time for sharing knowledge.

Core skills (involving learning and the generation of knowledge), were identified in the figures of two traditional footwear occupations: the backstitcher and the cutter, professions where useful worker knowledge is acquired through experience and socialization (distinguishing between the skilled worker and apprentice, according to [21, 22, 23]. As stated previously, [23], considered socialization as a combination of tacit to tacit knowledge that promotes the fusion of the tacit knowledge of the participants. Once socialization occurs, it could take a step to the next phase of the knowledge creation spiral: the externalization which generates conceptual knowledge.

In relation to the working routines, you could see that once knowledge is systematized, there is a risk of applying it without problematizing the situation (it means, only the learning of a single cycle, limiting of double cycle takes place), which can lead to a productive inefficiency and become an obstacle for the creation and accumulation of knowledge [24].

5. METHODOLOGY

At the beginning of 2010 and mid-2011, there was a "Institutionalization, Innovation and Business Strategies"

research that aimed to: analyze the strategies followed by manufacturing companies based in Guanajuato from a holistic perspective (i.e. taking into account the economical, technological, social, cultural and institutional aspects), in order to provide them with useful information that supports their decision-making process and allows them to be more competitive (for example, survival and permanence in the market, optimization and efficiency of resources; innovation, creation and development of human capital, etc.), as well as giving suggestions for innovation policies that contribute to increase Guanajuato's competitiveness.

Table 1: Questions on the EIEBAC 2010/2011

Module	Subject	Number of questions	The
I	The company's	11	project
II	Collaborative	10	was
III	Technological	24	funded by
IV	Work	17	the
V	Labour relations	4	Planning
VI	Employment	7	Institute
VII	Staff Rotation	4	of the
VIII	Evaluation and	6	State of
IX	Identity, labour	13	
X	Corporate Social	10	
XI	Government	3	
TOTAL		106	

Guanajuato and the Council of science and Technology of the State of Guanajuato.

To meet the goal, a survey process of Innovation and Business Institutionalization Strategies was designed, towards an Economy Based on Knowledge (EIEBAC for its acronym in Spanish) encompassing 106 questions grouped into 11 main topics (see table 1).

It is worth mentioning that the pilot test was performed during the month of April and the EIEBAC was modified to have a final version. From May to September, surveys were taken with the help of students from Ibero León, La Salle Bajío, Guanajuato University Campus Leon and Celaya Campus and members of the work team.

We contacted via telephone and send a letter of presentation of the project and its objectives to more than 250 companies, only 180 answered that they were interested in participating. The companies were taken from the COFOCE (Consejo de Fomento al Comercio Exterior) exporter's directory. After the validation of the 180, they received questionnaires agreeing to only work with the surveys answered by 133 companies. It is in. a) The number of workers and b) The company's resources.

It was decided to take into account these criteria due to the extent and depth of the survey, one of the premises of work was that small and micro enterprises and with limited resources could not answer most of the questions on the survey, which would restrict the analysis. The validated surveys were classified into twelve groups, taking into account the Industrial Classification of North America catalog's system. (SCIAN Mexico 2002), which allows their

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international comparison. Below is the distribution of companies (see table 2). To carry out this report we took data from the following modules: IV) Labor Organization, V) Labor Relations VI) Employment and VIII) Evaluation and Incentive System. These provide information related to the forms of organization and human capital. Even when the data was captured by sorting companies into small, medium and large, as a matter of space and synthesis, they present the results in a general way, clarifying that 80% of them enter the name small and medium.

Table 2. Distribution of surveyed companies

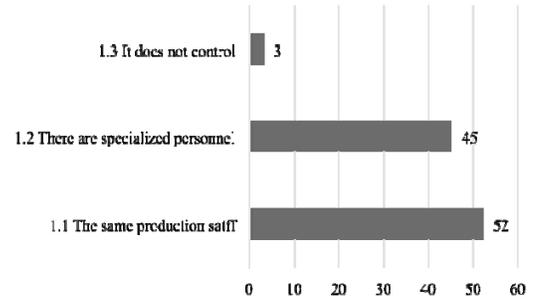
Groups	Branch	Surveys	Total	%
GROUP 1				
Building	236	4		
Construction of civil engineering works or heavy work	237	2	6	5
GROUP 2				
Food industry	311	22		
Beverage and tobacco industries	312	1	23	17
GROUP 3				
Manufacture of textile inputs	313	3		
Manufacture of textile products, except for apparel	314	1		
Manufacture of garments	315	3	7	5
GROUP 4				
Manufacture of products of leather, leather and substitutes materials, except apparel	316	37	37	28
GROUP 5				
The paper industry	322	6		
Printing and allied industries	323	2	8	6,
GROUP 6				
Chemical industry	325	8	8	6
GROUP 7				
The plastic and rubber industry	326	10	10	8
GROUP 8				
Manufacture of non-metallic mineral products	327	9	9	7
GROUP 9				
Basic metal industries	331	2		
Manufacture of metal products	332	2		
Manufacture of machinery and equipment	333	4	8	6
GROUP 10				
Power generation machinery and electric equipment manufacturing	335	3	3	2
GROUP 11				
Manufacture of transport equipment	336	5	5	4
GROUP 12				
Manufacture of furniture and related equipment	337	2		
Other manufacturing industries	339	7	9	7
Grand total			133	100

6. RESULTS

6.1. Labor division

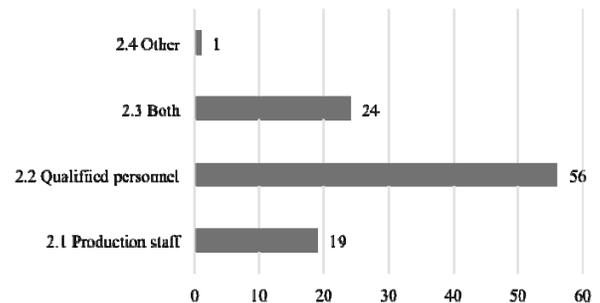
Regarding quality control, it was detected that more than half of the companies promote this task as one that should be performed by the same production staff. This in turn leads to the recruitment of staff for these positions, looking for people who have previous experience or by references from supervisors; only a small percentage of the companies adhere to the use of a knowledge test, (see graph 1). These data may indicate a medium interest in which workers are increasingly autonomous and assume greater responsibility.

Graph 1. Who carries out the quality control (%)



As part of the quality control performed in businesses and according to the survey, only a few of them implemented automated instruments. Therefore, most make use of a predominantly traditional control, making it visual, with the corresponding risk of committing mistakes. This shows that most enterprises employ qualified personnel to carry out maintenance, although not everything is in the hands of maintenance personnel, since at least a third of the companies continue to promote that this work is done by the same production staff, (see graph 2).

Graph 2. Responsible for maintenance (%)

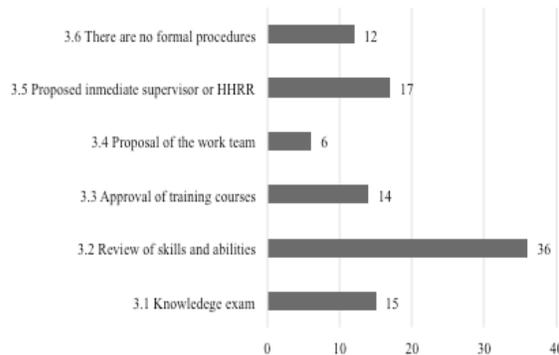


6.2. Work formalization.

In relation to the issue of the allocation of posts, only 17% of the companies apply a knowledge exam to candidates for various vacant positions (see graph 3).

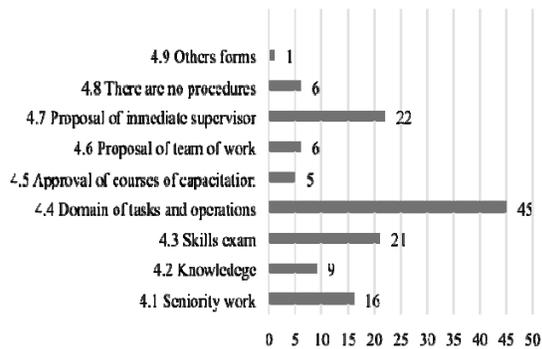
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Graph 3: Allocation of posts (%)



Even though 36% of companies have begun to apply ability tests, this task is carried out only in companies that have a human resource department. It is notable that most companies continue training its staff within the same area of work and only few manage to define (and respect) a time for such training in a specialized way. In general, the procedure for promotion of production staff (see graph 4) is mainly done by grading the mastery of operations and task duties, followed by the application of their skills and a skill examination. This means that it is still important for businesses to grade the personnel who will perform specific jobs with greater opportunities, based on previous experience, and it is not relevant to have the necessary skills and/or knowledge of a test to do a specific job.

Graph 4. Promotion procedure (%)



Among the companies selected for the survey, it was found that less than half of them are currently making use of procedure manuals for the production of their products; which correlates with the absence of a human resource department. Related to the control of employment goals, more than half of the companies comply with their production quotas. These companies have specialized staff for each of their posts as a distinctive characteristic. They make use of the application of skills and knowledge tests to their employees and manage to agree on the use of procedure manuals. In contrast, the remaining percentage is not fulfilling their production goals, and they usually perform quality control in a visual manner.

In relation to the monitoring or supervision of fulfillment of tasks either individually or by work areas, companies mostly reflect that this job is done by groups of supervisors or bosses. Enabling to corroborate that coupled with quality control applied at most companies, its media work take-out a monitoring in compliance with each of the tasks within the companies, is still poor by not having a defined administrative structure.

The companies marked if they used some new kinds of work organization; as you can see, 57% said that it has implemented production cells, 40% of work teams, 35% some quality Control System. Also highlight companies that established statistical process Control and quality circles, with 24% (see table 3). The percentage data exceeds 100% because there were companies which identified several options of modern organization forms.

Table 3. New labour organization forms (%)

1 Quality circles	24
2 Work teams	40
3 Production cells	57
4 Quality control total	35
5 Reengineering	13
6 Zero errors	4
7 Statistical process control	24
8 Kan Ban	13

6.3 Communication

With regards to the communication used within companies, both downward communication and upward communication are handled. Related to this within the survey's results, it was less than half of the companies surveyed use verbal -direct communication. This suggests possible messages seeking to be transmitted within the companies are not fulfilling their objective. It is important that the few companies that still do not begin to implement trades take it as an alternative in addition to the use of special informative equipment.

Altogether, the various data on communication demonstrate a predominance of verbal communication through the figures of power, heads or supervisors, which is congruent with taylorist organizational forms, as new forms of organization give primacy to the work teams and other means such as collective - participatory to promote communication.

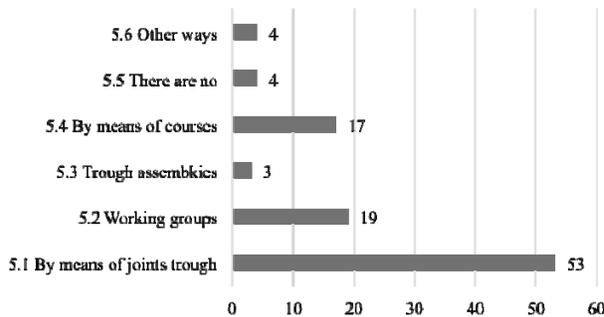
In addition to the topic of communication, it is important to know within companies, how they carry out troubleshooting (graph 5). Since this is a key factor in the results of the use of the types of communication. Most reflect that problem solving is carried out by means of joints (53%) within the same company with those involved, implying a downward communication. In addition, about 20% of the companies allow supervisors to implement a solution to their workgroup without informing the rest of the groups, while another similar percentage of companies have begun to search for solutions by implementing specialized courses that both help to improve trouble shooting and staff problems

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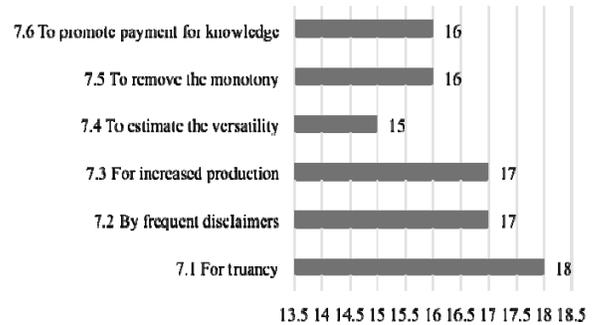
(human development). 17% of them implement specific courses to meet them.

and various aspects are valued at the same time (see graph 7), both staff resignation and increased production are preponderant among the companies.

Graph 5. Troubleshooting (%)



Graph 7. Reasons to move to the satff (%)



6.4. Internal mobility

At this point it is important to make reference to the concept of organizational climate; which is a phenomenon that mediates between the factors of the organizational system and motivational trends that translate into behavior that has consequences for the organization such as productivity, satisfaction, rotation, etc.

Mobility and the worker participation should be the fundamental dynamics of the average organization, especially if it is considered that the complex and competitive business world of today demands a continuous change or improvement, as well as new ideas and ways of doing things.

The internal mobility of staff is something that often appears in most of the companies in Guanajuato, (see graph 6). Results were obtained at the same time in each of the surveyed bouquets, that is, the percentages fluctuate between 13-15%, in the majority of these companies.

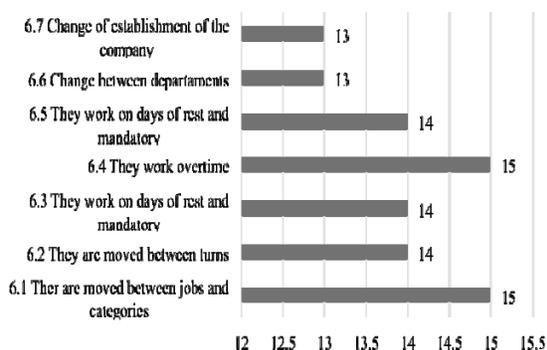
These are not the main reasons, though, because absenteeism stands out in most of the companies. It is concluded that the internal movement of staff occurs in the vast majority of companies for trauancy. Internal mobility factors may be indicators of the extent to which work organization enables or facilitates the realization of a more or less broad range of productive functions, which could be connected with the preparation of new forms of organization of flexible work and prone to a performance close to versatility [25]. It is possible to notice that mobility is very limited, reduced mostly to everyday circumstances as overtime, absenteeism, rotation of personnel, etc. Not associated to a smart and functional plan that can achieve a higher qualification of operating personnel.

6.5 Labor relations.

It was found as a result in the first heading of the module of labor relations that the majority of companies are not part of a Union, where 78% corresponds to the negative response, and the remaining 22% corresponds to the companies that have Trade Union.

To the question; What Confederation, Federation or National Union of industry are you affiliated? It was obtained as a result that was only answered by the companies that they claimed to be part of a Union. We also sought to identify those aspects in which the Union is involved through formal procedures. Likewise, became is question but in relation to whether workers are involved. The responses offered by employers can be seen in table 4; One can appreciate the diversity of activities or processes in which employees can participate formally, but in general, the percentages are low, except in the category of discussed and proposed technological change, due to the small company that answered 100% and almost 68% for medium-sized companies technological change decisions. With these results, low levels of participation of staff in decision-making about factors directly affecting their work are clear. This makes clear that the creative and effective participation of workers tends to be very limited.

Graph 6. Movement of workers in production (%)



The production staff, according to these percentages, is moved between shifts or posts, between different areas that the company has, or overtime work is encouraged. But the movements performed more frequently in companies are between categories or posts within the same area of work.

Therefore it is important to consider that there are several relevant criteria to carry out production staff rotation

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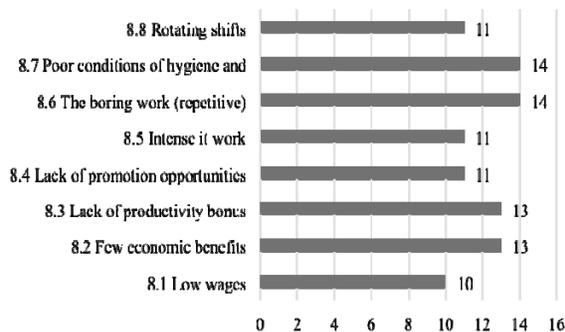
Table 4: Participation of workers in different activities through formal procedure on percentages %

OPTIONS	In percentages %			
	Micro	Small	Medium	Large
A) TECHNOLOGICAL CHANGE				
3.1. Be informed	4	42	33	21
3.2 Discuss and propose	0	100	0	0
3.3. Technological change decision	0	33	66	0
3.4 Assessment of technological change	0	33	33	33
3.5 Permanent improvement	0	40	20	40
B) CHANGE IN THE ORGANIZATION OF THE WORK				
3.6. Be informed	4	41	27	27
3.7 Discuss and propose	0	29	29	43
3.8 Decision to change	0	37	37	25
3.8 Assessment of change				
3.9. Permanent improvement	0	40	20	40
C) EMPLOYMENT				
3.10 The personnel selection	0	50	33	17
3.11 Adjusting staff	0	50	33	17
3.12. Use of any	0	25	75	0
3.13 Creation of positions of trust	0	33	67	0
3.14 Use of subcontractors	0	50	50	0
D) WORK PROCESS				
3.15 Definition of post manuals	0	50	33	17
3.16. Internal mobility of workers	0	67	33	0
3.17 Allocation of tasks to workers	0	80	20	0
3.18 Sanctions for workers	0	50	25	25
3.19. Definition of working methods	0	40	20	40
3.20. Definition of standards of production and quality	0	25	75	0

6.6 Staff turnover

The last aspect of this module: staff rotation; in this respect it was found that 49% of workers were dismissed and the other 51% resigned voluntarily. You can also find the main specific reasons on voluntary withdrawal from work by workers (graphic 8), obtaining the best results (14% both) as boring (repetitive) working with 14% and the poor conditions of hygiene and security also with 14%, and then with a 13% are other two tied reasons which are the least economic benefits and lack of productivity bonuses, then with 11% is the lack of opportunity to rise, also with 11% the intense work and rotating shifts.

Graph 8. Causes of the neglect of work (%)



7. ANALYSIS AND CONCLUSIONS

Work organization in the sample of companies studied in the State of Guanajuato, mostly have the characteristics of Taylorism-fordism, although with different dyes of pre-taylorist, conservative or traditional. If we consider aspects such as the following: quality control is mainly visual; to assign a worker new income to his/her job, the basic

mechanisms are the proposal of the boss or supervisor, and sometimes by human resources, and sometimes with examination of knowledge and/or skills. Most of the training is done in the same job; there is no precise period for this function. Work organization is mainly centralized with low participation of workers in the key processes. When changes are made, the workers or the Union are essentially informed. The items that are most discussed with them are technological changes and ways of organizing work; employment and organizational processes are not analyzed or discussed with the production staff.

There are few formal procedures and those that exist are seldom used to involve workers in decision-making. In any case they are engaged more through informal procedures, such as meetings or casual meetings, or by the willingness of the supervisor to communicate these changes.

Even though there has been some effort of training, especially in new forms of organization, it is clear that more than half of workers do not receive it, what may be at a great disadvantage when the development of innovation capabilities has become a central element of competitiveness.

Regarding communication, dominated by those ways focused on the figures of power as the supervisor, Manager or owner, rather than formal teams or systematic exchange of ideas and problem analysis strategies.

The movement of personnel in the areas of production is caused mainly by circumstantial situations, such as absenteeism, loads of work, disabilities, etc., rather than by a previous plan that promotes the versatility, learning and the development of new capabilities. Poor mobility may limit the development of the worker and labor flexibility. [26] comments regarding the levels of internal mobility and its main determinants may indicate the extent to which the Organization of work enables or stimulates the realization of a more or less broad range of productive functions, which could be connected with the preparation of new forms of flexible work organization and prone to a performance close to versatile. In general, these findings are similar to those found by [13], a study on the assembly plant from the State of Guanajuato, [16], in a study of SMEs and by [20] in a study of SMEs also in this State.

Staff turnover remains very high, both, by voluntary redundancy and severance, which limits the possibility of having a well trained plant worker, committed to the organization. In this paper's introduction, we discussed the relevance that human capital now has, especially when it has become intellectual capital, as a critical source of knowledge, which is critical in the so-called knowledge society, where innovation and competitiveness are required as part of the permanence of an organization in the market. The data of this study confirms what similar studies have found: every entrepreneur and Executive agrees in the importance of human capital, but in fact show that workers are still being relegated, in a large part, to a passive role and low participation, without involvement in the core issues of their daily activities. It also shows much of the remuneration is based on salaries (and benefits of law, which are undoubtedly very precarious), leaving aside benefits that encourage its development, as well as bonuses and compensation according to the growth of productivity.

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The information gathered shows some efforts, since, while small, are percentages showing any interest in training and developing human capital, operating personnel being involved in decision-making and continuous improvement of their work processes, but in general, the processes of learning and innovation are still limited and precarious. The modern knowledge society requires, among other things, that people share their knowledge and experiences, but not only through mechanisms, informal, but mostly formal, deliberate, established by the governing body, that seems to let people decide and fully take ownership of his work. This is still a taboo, something that is threatening the productivity and success of the company, when the trend of the development of the organizations indicates precisely that innovation and competitiveness is based on participation and intelligent engagement of those who make up the company.

It has already been said that almost 80% of the companies surveyed are SMEs, the few large that were included in the study have the resources and vision to develop human capital and turn it into a strategic factor of its success. However, small and medium-sized enterprises play a key role in the economic and social development, reason why efforts should continue to include them fully in the development through innovation and competitiveness.

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