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MANAGER'S PERCEPTION ABOUT INNOVATION WITHIN THE SMES IN MONTEMORELOS, NUEVO LEÓN, MÉXICO

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ABSTRACT

This research aims to study the perception of innovation by managers of small and medium enterprises in Montemorelos, Nuevo León, since SMEs is the engine that drives the economy in Mexico and plays a fundamental role in the creation of new sources of income, hence the importance of carrying out this research. Montemorelos is a municipality of Nuevo León that depends economically on SMEs and as several authors have mentioned, one of the success factors of SMEs is innovation. In this research the perception of the administrator on innovation based on gender, type of company and level of education was studied. It is a quantitative, descriptive, cross-transversal research. Selection of samples was done using the convenience method to meet certain criteria. 80 SME managers were surveyed in their areas of work. For the collection of the data an instrument was used to measure the self-perceived innovation by the managers. The instrument consisted 15 items with a scale of 1 to 7 and a reliability of .919 alpha of Cronbach. The study showed that there is no difference in the perception of innovation based on gender, type of business and level of education. It was also found that most SMBs take into account the complaints and suggestions of their customers to improve their product or service.

JEL: M13, M16, M19.

KEY WORDS: Strategy, Innovation, Small and Medium Enterprise (SMES)

INTRODUCTION

The purpose of this research is to know the perception of innovation by the managers of small and medium enterprises in Montemorelos, Nuevo León. It is important to note that innovation is an essential element in increasing profitability in the company. Some authors agree that opportunities arise at any time but only the sectors that develop innovation can take advantage of it and thus obtain the best benefits. It is essential to emphasize that we live in a globalized and constantly changing era, where customers frequently seek new products, which means that SMEs must operate under the same market dynamics. Innovating is not always using technology but applying knowledge that adds value to a product or service. Hence the importance of knowing the degree of perception on innovation by the managers of small and medium-sized enterprises (SMEs) in Montemorelos, Nuevo León, since innovation will help the company to evolve quickly according to the demands of customers, increasing competition and cost reduction, making the innovation essential as a source to improve the positioning of the company. It is worth mentioning that Montemorelos, Nuevo León, is located 82 km southeast of Monterrey and according to figures from the National Institute of Statistics, Geography and Information Technology (INEGI, 2015) has a population of 60,829 inhabitants.

Montemorelos is known for its important citrus industry, which has given it the title of “citrus capital” of Mexico. It also has a variety of tourist attractions such as the General José María Morelos y Pavón monument, the Montemorelos planetarium unique in its class because it has clockwork, physics and astronomy, the bioparque estrella, as well as XVIII, XIX and XX century buildings, Such as the two

Franciscan missions Gildeleiba and Escobedo since 1715, the chapel of San Mateo del Pilon in 1798, the majestic temple of the Sagrado Corazón de Jesús, the Municipal Palace, hacienda hulls and beautiful houses, buildings with the hallmark of Northeast of Mexico (Montemorelos Municipal Government, 2016).

It is important to point out that the research is organized as follows: in the literary review section the concepts of innovation, their importance and dimensions are discussed, later the way in which the methodology is carried out, an analysis of normality, a descriptive analysis of the demographic variables and the analysis of the hypotheses, discussion and conclusions.

State of the Art

According to Schumpeter (2002) economic development is driven by innovation through a dynamic process in which new technologies replace old ones, helping companies see innovation as a tool to gain benefits and improve their competitiveness in the market. Hernández, Yescas and Domínguez (2007) comments that innovation is considered as a critical factor to identify appropriately and efficiently taking advantage of the opportunities of the moment for the survival and success of the companies. Likewise, the growing and sustained success of the company is always a dependent of its innovative capacity. Madrid Guijarro and García Pérez de Lema (2008) suggests that innovation and development lead to increased profitability and growth of the company. According to Chesbrough's (2004) open innovation model, the future of the company is something that is created, invented and innovated with all its stakeholders (employees, partners, customers, local communities, shareholders, suppliers); Companies are no longer able to tackle the entire innovation process themselves and must rely on external resources (intellectual property, ideas, products, people, institutions) to be integrated into their own innovation chain. At the same time, the results of their work can be useful for other companies and in other markets, which is a way to profit from that innovation that is unsuccessful for the primary objectives of the company.

There are different ways of defining innovation; Seaden, Guolla, Doutriaux, and Nash (2003) argue that innovation is the implementation of new processes, products or management approaches to increase efficiency and effectiveness in the company. Van de Ven (1996) defines innovation as the development and implementation of new ideas, using the following four factors: new ideas, people, transactions and institutional context. Tidd (2001) associates the innovation and organization proposing that the best practices of the innovation vary according to a series of factors, reason why it is necessary to identify the organizational configurations more suitable for specific environments. On the other hand, Olson, Slater and Hult (2005) proposes a global measurement for the results of the organizational performance by means of the perceived performance with respect to the company and the competitors, since through the perceived performance it is possible to obtain qualitative and quantitative results that are important for the organization.

There is no doubt that innovation is an important factor for SMEs; According to Wilson (2003), innovation is crucial for long-term economic growth of a country, since it stimulates the productivity and the competitiveness of the companies, thus allowing a reduction of prices on goods and services offered by these companies. Therefore, in order to compete, companies must create new products, services or processes; That is, they must adopt innovation as a way of corporate life. Lar and Mustar (2001) points out that innovation implies rupture, a predisposition favorable to change and permanent adaptation. It implies, therefore, to assume risks and responsibilities. That is why it is necessary to create an innovation-oriented culture model that can effectively manage constant change. Innovation is important but changes for companies always produces barriers or challenges that need to be crossed in so perming improvement. Innovation management is associated with the management of different factors that influence organizational performance.

Hill and Rothaemel (2003) explain that the implementation of radical innovations by overcoming organizational barriers, such as boosting absorptive capacity, eliminating inertia or routine actions, encouraging the search for ideas and exploring other market niches, are ways to overcome these types of barriers. Innovation has been measured in many ways; For Etzkowitz (2002), innovation must take into account the following factors: basic research, applied research, technological development, marketing and product launching, links universities and public research organizations, companies and administrations. Innovation has become a fundamental condition of SMEs as a vital differentiator with respect to their competition.

Rogers (1983) provides an adequate framework for explaining the process of innovation in organizations and describes which factors influence it, as well as to identify the phases within the process which are: knowledge, persuasion, decision, implementation and confirmation. Boer and During (2001) provide a more complete classification of innovation, according to different classification criteria, such as the object of innovation that includes product and process innovation, its incremental or radical impact, the effect of innovation Continuous or rupturista and the scale in which it is realized, its origin and the nature of the innovation. Águila Obra and Meléndez (2010) after doing a literal review, the following factors were taken into consideration to measure innovation in the company: (a) context of innovation, (b) management innovations, (c) business innovations, (d) product innovation, (e) process innovation, (f) the use of ICT in the company, (g) the purpose of using the internet in the company, (h) the level of internet adoption, (i) Innovation activity, (j) the result of innovation activity and (k) public financial support for innovation. Benito-Hernández, Platero-Jiménez and Rodríguez-Duarte (2012) used seven factors to measure innovation in small and medium-sized enterprises. The factors are: (a) innovation, (b) sector innovation, (c) sector dynamics, (d) microentrepreneur profile, (e) resources (financial, cultural, organizational), (g) experiences and strategy.

METHODOLOGY

To define the methodology, the following research question was taken: Is there a significant difference in the degree of innovation perceived by the managers of SMEs in Montemorelos, Nuevo León according to different demographic variables? From which the hypotheses of investigation that are related here are raised:

H₁: Is there a significant difference in the degree of innovation perceived by managers of SMEs in Montemorelos, Nuevo León by gender?

H₂: Is there a significant difference in the degree of innovation perceived by managers of SMEs in Montemorelos, Nuevo León according to business type?

H₃: Is there a significant difference in the degree of innovation perceived by managers of SMEs in Montemorelos, Nuevo Leon according to level of education?

This was a quantitative, descriptive, cross-transversal research (the data was collected in a determined period) and field where the information was obtained by means of a questionnaire that was applied in the month of October, of the year 2015. The selection of the Sample was made using the convenience method to meet certain criteria. 80 SME managers were surveyed in their areas of work. For data collection, an instrument was used to measure self-perceived innovation by the managers of SMEs in the center of Montemorelos, Nuevo Leon; Which was elaborated by Basurto Gutiérrez (2015). This instrument helped to diagnose if the SME is innovative and if the innovation influences according to the demographic variables. The instrument consisted of 15 items with a scale of 1 to 7 and a reliability of .919 alpha of Cronbach. The instrument was applied in October of the year 2015.

The research instrument was structured considering the following axes: (a) Innovation in the value chain, (b) innovative culture, (c) commitment to actions of change, (d) innovation strategies.

The applicable variables of the present investigation are described as follows.

Table 1: Operational Definition of Research Variables

Variables	Definition	Item	Unit of Measurement
Dependent	Innovation	Take into account customer complaints for product or service improvements. Systematically take advantage of customer feedback. Designing new products or services according to the actual needs of clients. Administrative commitment to the change activities. Fostering the creativity of its workers. Systematically improve production processes. Systematically develop new products or services. Proactive in anticipation of market changes. Use new strategies as a key factor for success. Evaluate all staff ideas for the development of the company. Invest systematically in new technologies. Allocate the necessary financial resources to the exchange actions. Systematically investing in new technologies. Assigning the necessary human resources to actions of change. Assigning a responsible manager in innovative matters.	Instrument designed on the basis of 15 items
Independent	Gender Business type Level of education	Análisis descriptivo de las variables demográficas	

In order to measure the degree of self-perception of the innovation that was obtained from the managers of companies of Monterrey, Nuevo Leon the average of the 15 items was obtained. The variable was considered as metric. In order to formulate the conclusions of this study, the following equivalence was determined for the scale used: 1 = Nothing innovative 2 = Very innovative 3 = Not very innovative 4 = Undecided 5 = Something innovative 6 = Very innovative 7 = Totally innovative

Analysis of Normality

The Kolmogorov-Smirnov test was applied to see the innovation variable normal and the p value was found to be less than .05. As the distribution is not normal the distance of Mahalanobis was calculated and it was found that two of the data were extreme data so they were eliminated and the normality test was applied again and the p was greater or equal to .05 per So the distribution of the innovation variable was considered normal.

RESULTS

To determine the self-perception of managers' innovation, a descriptive statistics analysis was done using SPSS version 22 software. A t-test for independent samples was performed to find the differences in self-perception of innovation between gender and company type managers of SMEs in Montemorelos Nuevo León. For the self-perception of innovation regarding the academic level, we used the one-way ANOVA statistical test.

Figure 1: Respondents by Gender.

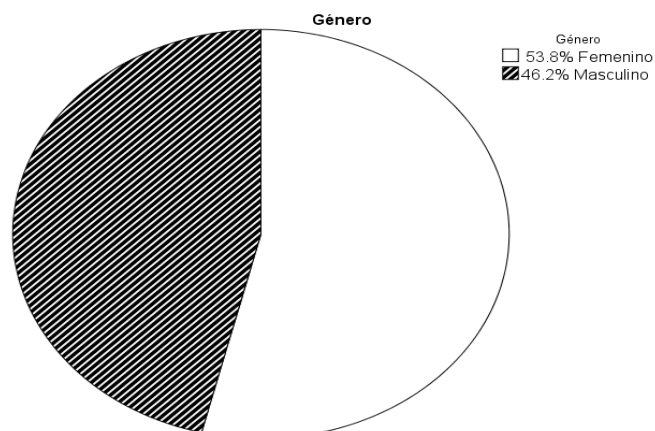


Figure 1 shows the distribution according to gender of the administrative staff of SMEs in Montemorelos Nuevo León; Of the 78 managers who answered the survey, 53.8% are women and 46.2% are men.

Figure 2: Respondents by Business Type

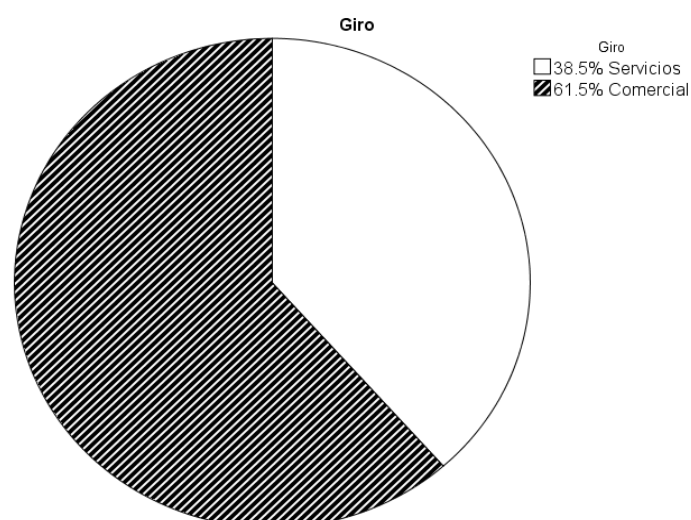


Figure 2 shows company type to which the administrators who participated in this research belong. 38.5% of the respondents have a service company and 61.5% have a commercial company.

Tabla 2: Level of Education

	Frecuency	Porcentage
Middle School	14	17.9
High school	25	32.1
Technique	18	23.1
Bachelor's degree	21	26.9
Total	78	100.0

Table 1 shows that of the 80 people surveyed, 17.5% finished high school, 32.5% finished upper secondary education, 23.8% had a technical career and 26.3% had a bachelor's degree.

Null Hypotheses

H₀₁: There is no significant difference in the degree of innovation perceived by the managers of SMEs in Montemorelos, Nuevo León according to their gender.

The independent variable considered in this hypothesis is gender. The dependent variable is the degree of innovation. To analyze this hypothesis we used the statistical t-test for independent samples. The Levene F statistic was analyzed and a p value equal to .010 was observed, so it was assumed that the population variances are not equal. Observing that the population variance is not equal, we found the statistical value t equal to .270; df equal to 70,887 and p equal to .788. Since p was lower than .05, it was decided to reject the null hypothesis. The arithmetic mean of the women was 4.14 and the arithmetic mean of men was 4.09.

H₀₂: There is no significant difference in the degree of innovation perceived by managers of SMEs in Montemorelos, Nuevo León based on type of company. The independent variable considered in this hypothesis is the business nature. The dependent variable is the level of innovation. To analyze this hypothesis, we used the statistical t-test for independent samples.

Table 2: Arithmetic Mean

Item	N	Meam
Take into account customer complaints for product or service improvements.	78	5.08
Systematically take advantage of customer feedback.	78	4.83
Designing new products or services according to the actual needs of clients.	78	4.44
Administrative commitment to the change activities.	78	4.32
Fostering the creativity of its workers.	78	4.28
Systematically improve production processes.	78	4.24
Systematically develop new products or services.	78	4.24
Proactive in anticipation of market changes.	78	4.19
Use new strategies as a key factor for success.	78	4.17
Evaluate all staff ideas for the development of the company.	78	3.98
Invest systematically in new technologies.	78	3.88
Allocate the necessary financial resources to the exchange actions.	78	3.81
Systematically investing in new technologies.	78	3.54
Assigning the necessary human resources to actions of change	78	3.29
Assigning a responsible manager in innovative matters.	78	3.18
Innovation	78	4.12

Table 2 shows the highest and lowest arithmetic means of the questionnaire statements: "Take into account customer complaints for product or service improvements" with 5.08, "Systematically take advantage of customer feedback" with 4.83, "Designing new products or services according to the actual needs of clients" with 4.44, "Administrative commitment to the change activities" with 4.32 and "Fostering the creativity of its workers" with 4.28, while the lowest are in "Assigning a responsible manager in innovative matters" with 3.18 "Assigning the necessary human resources to actions of change" with 3.29 "To systematically carry out improvements in the areas of marketing" with 3.54, "Assigning the necessary financial resources to the actions of change" with 3.81 and "Systematically investing in new technologies" with 3.88.

We analyzed the Levene F statistic of which a p value equal to .689 was observed and it was assumed that the population variances are the same. The statistical value t was found to be equal to -625, df equal to 76 and p equal to .534. Given that p was greater than .05, it was decided to retain the null hypothesis that says that there is no significant difference in the business type and the innovation of SMEs in Montemorelos, Nuevo Leon.

The arithmetic mean of the service companies was 4.04 and the arithmetic mean of the commercial companies was 4.17.

H₀₃: There is no significant difference in the degree of innovation perceived by managers of SMEs in Montemorelos, Nuevo Leon according to education level.

The independent variable considered in this hypothesis is the schooling, the dependent variable is the degree of innovation. To analyze this hypothesis we used the one-way ANOVA test.

It was found that p is equal to .926 with a value of $F(3.74) = .155$. The results show that the model does not explain significantly the observed variation of the dependent variable degree of innovation of managers. Based on the previous result it was decided to retain the null hypothesis. The values of the arithmetic means were the following: secondary schooling, 4.00; Preparatory schooling, 4.10; Technical schooling, 4.13 and undergraduate schooling, 4.20.

DISCUSSION

According to the purpose of this research it was found that SMEs in Montemorelos, Nuevo León take innovation into account when they listen to their customers' complaints to improve the product or service they offer and when they systematically take advantage of the suggestions of improvement provided by their clients. The Oslo Manual defines an innovative company as one that has developed products or processes that incorporate technological improvements of a radical or incremental nature in a given time of reference. According to this research, it can be said that SMEs in Montemorelos are *somewhat innovative* according to the questionnaire used for this research.

For this work, it was found that business type and education level do not make a significant difference to innovation compared to the results of Basurto Gutiérrez (2016), and analyzed managers from SMEs in Monterrey, Nuevo Leon and did not find a significant difference in turnover and Schooling. In this study, as in Danilda and Thorslund (2011), it was found that gender is important for innovation and problem solving because they comment that teams with balanced participation of women and men duplicate the possibilities of overcoming Performance expectations, compared to only male or female groups.

CONCLUSIONS

In this research the relationship between the gender, business type and education level of managers with respect to SME innovation was studied, it was found that business type and education level are not significant for SMEs to be innovative and that most SMEs take into account the complaints and suggestions of their customers to improve their products or service. Managers were defined as "*somewhat innovative*". It can be summarized that it is necessary to promote innovation in SMEs because it is a fact that in order to compete in the market we need to improve what we do. There is a need for innovations that promote greater productivity for the growth of SMEs and that the work teams have the variety of gender, which consequently determine the growth of SMEs and consequently of the country. Evaluating innovation in SMEs helps identify the areas of opportunity that enable them to improve their ability to offer better products to the market, efficiently using information and technology to improve processes. Finally, this research presents a documentary support that seeks to account for the importance of innovation in the achievement of SMEs' objectives, since it is a way of boosting revenues, relations with stakeholders and maximizing the execution of Processes.

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