

## Motivos y factores que intervienen en el compromiso organizacional

*Reasons and factors involved in the organizational commitment*

*Razões e fatores que interferem no comprometimento organizacional*

**Blanca Estela Hernández Bonilla**

Universidad Autónoma del Estado de México, México

[behernandezb@uaemex.mx](mailto:behernandezb@uaemex.mx)

<https://orcid.org/0000-0003-0925-7286>

**Adriana Mercedes Ruiz Reynoso**

Universidad Autónoma del Estado de México, CU UAEM Valle de México. México

[amruizr@uaemex.mx](mailto:amruizr@uaemex.mx)

<https://orcid.org/0000-0003-4294-2912>

**Verónica Ramírez Cortés**

Universidad Autónoma del Estado de México, CU UAEM Valle de Teotihuacán. México

[vramirez@uaemex.mx](mailto:vramirez@uaemex.mx)

<https://orcid.org/0000-0001-6541-6769>

**Sendy Janet Sandoval Trujillo**

Universidad Autónoma del Estado de México, CU UAEM Valle de Teotihuacán, México

[sjsaldovalt@uaemex.mx](mailto:sjsaldovalt@uaemex.mx)

<https://orcid.org/0000-0001-6966-7135>

**Laura Cecilia Méndez Guevara**

Universidad Autónoma del Estado de México, CU UAEM Valle de Teotihuacán, México

[icmendeg@uamex.mx](mailto:icmendeg@uamex.mx)

<https://orcid.org/0000-0002-4190-7157>

## Resumen

México es considerado un país de oportunidad con desarrollo económico y tecnológico por su localización geográfica, que le permite tener recursos naturales y acceso a la comunicación, sin embargo, debido a las tendencias de la globalización, México puede tener una situación de crisis multifactorial que pone a la educación superior en desventaja y rezago intelectual/tecnológico. Ante ello se han planteado diversas propuestas y estrategias para hacer frente a la competitividad mundial. Sin embargo, algunos de los indicadores nacionales e internacionales aún no pueden medir y/o evaluar los logros significativos del cumplimiento de las acciones. En ese contexto, el objetivo principal de esta investigación es desarrollar un sistema integral basado en el compromiso que involucre los factores de las organizaciones para mejorar el rendimiento de las instituciones públicas de la educación superior.

Por lo anterior expuesto, las instituciones públicas tienen un compromiso económico y social, pues establecen una estrecha relación con el nivel de satisfacción y el vínculo de apego del trabajador a la organización. Otro de los objetivos de esta investigación es aportar a que los integrantes de las instituciones se identifiquen con los valores, la misión y la visión de estas. En este sentido, y a pesar de que se puede inferir que las respuestas de los encuestados podrían derivarse de una protección a su interés laboral, el enfoque de los sistemas implementados se considera un sistema integral que comprende el conocimiento de los factores que impiden el incumplimiento de las metas de cada una de las áreas funcionales o departamentos.

Como resultado, las instituciones refieren que la variable Identidad obtuvo la media más alta con un valor de 4.177, lo que indica que los encuestados consideran estar orgullosos de laborar en su institución, es decir, sienten un sentido de pertenencia hacia la misma. No obstante, a partir de las respuestas relacionadas con la variable Motivación, que obtuvo una media de 3.422, se puede inferir que en la institución educativa no existe motivación en proyectos y actividades relacionadas a su área, a pesar del sentido de pertenencia ya referido. La motivación es un área de oportunidad para lograr un desarrollo organizacional, ya que es elemento fundamental de toda organización educativa.

**Palabras clave:** Compromiso organizacional, empleados, factores, organización.

## Abstract

In this research an integral system has been developed, in which the interrelation between its members determines some factors to achievement the goals; that is why the staff is the main component in each organization or institution. Mexico is considered a country of huge opportunities with economic and technological advances because of its geographical location, which allows to have natural resources and access to communication to the entire world. However, due to the globalization trends, Mexico, can or technological of multifactor crisis that sets the education at a disadvantage and intellectual backwardness; therefore, various proposals and strategies have been adopted to face global competitiveness; however, some of the national and international indicators cannot measure and evaluate the significant achievements of meeting the targets. The main objective of this research is to develop a comprehensive system based on the commitment that involves the factors of organizations to improve the results of public institutions of higher education. So, public institutions have a socio-economic commitment, establishing a close relationship with the level of satisfaction and attachment of the worker to the organization, as a result of this research is that the members of the institutions are identified with principles, (mission and vision); however, it can be inferred that the replies of the contributors could derive from a protection to their labor interest. The systems approach is considered an integral system that includes knowing the factors that prevent the breach of the goals of each of the functional areas or departments. As a result of the institutions refer that the identity variable obtained the highest average with a value about 4.177, which means that contributors consider being proud of working in their institution, feel a sense of belonging to it; however, it can be inferred that the responses related to the motivation variable obtained an average of 3.422, which reflects that in their educational institution there is no motivation in projects and activities related to their area. Although they feel proud to belong to the institution, motivation is an area of opportunity to achieve an organizational development fundamental element of any educational organization.

**Keywords:** Organizational commitment, employees, factors, organization.

## Resumo

O México está em uma situação de crise multifatorial que coloca a educação em desvantagem e atraso intelectual. Em vista disso, várias propostas e estratégias foram adotadas para enfrentar a competitividade global. No entanto, alguns dos indicadores nacionais e internacionais não podem medir e avaliar as conquistas significativas do cumprimento das metas. Neste contexto, o principal objetivo desta pesquisa é desenvolver um sistema abrangente baseado no compromisso que envolve os fatores das organizações para melhorar os resultados das instituições públicas de ensino superior.

As instituições públicas e privadas têm um compromisso econômico e social, pois estabelecem uma relação próxima com o nível de satisfação e o vínculo de apego do trabalhador à organização. Por essa razão, outro dos objetivos desta pesquisa é ajudar os membros das instituições a se identificarem com os valores, missão e visão destes. Nesse sentido, e embora se possa inferir que as respostas dos entrevistados poderiam derivar de uma proteção ao seu interesse laboral, a abordagem sistêmica implementada é considerada um sistema integral que inclui o conhecimento dos fatores que impedem a não conformidade. objetivos de cada uma das áreas funcionais ou departamentos.

Como resultado, as instituições relatam que a variável Identidade obteve a maior média com um valor de 4.177, o que significa que os entrevistados se consideram orgulhosos de trabalhar em sua instituição, ou seja, sentem-se pertença a ela. No entanto, a partir das respostas relacionadas à variável Motivação, que obteve uma média de 3.422, pode-se inferir que na instituição educacional não há motivação em projetos e atividades relacionadas à sua área, apesar do sentimento de pertencimento já referido. . A motivação é um ponto de oportunidade para alcançar o desenvolvimento organizacional, uma vez que é um elemento fundamental de qualquer organização educacional.

**Palavras-chave:** comprometimento organizacional, funcionários, fatores, organização.

**Fecha Recepción:** Septiembre 2017

**Fecha Aceptación:** Diciembre 2017

## Introduction

To address an organizational problem should identify the factors involved in the achievement of the goals, as well as the commitment that is considered essential, as these elements strengthen organizations. After identifying them, it must be detected if there are deficiencies in them, as this negatively impacts the performance and productivity of the personnel.

In the present investigation, the organizational commitment was taken into account as a consistent variable of various elements, such as the personal aspects of the employee, the characteristics of the work and the work environment, as well as the roles of each of the employees.

In general, the organizational commitment has three important aspects in the development of a person, which are classified as follows:

- Affective commitment: emotional attachment of the employee towards the company, acquired as a result of the satisfaction of the organization of the needs and expectations that the worker feels.
- Commitment of continuation: consequence of the investment of time and effort that the person has for his stay in the company and that he would lose if he leaves the job.
- Normative commitment: moral duty or gratitude felt by the worker who must respond reciprocally to the company as a result of the benefits obtained.

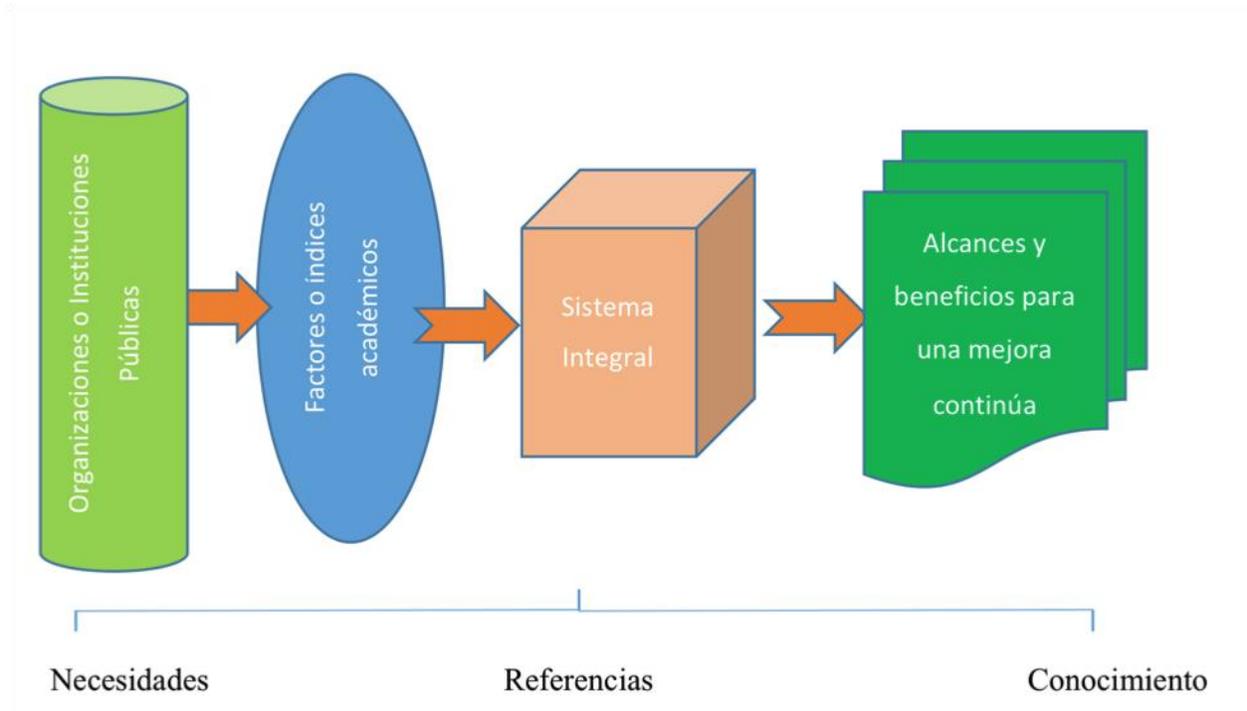
## Methodology

Daft, Follet y Barnard (2004) they were the first defenders of the humanistic theory that influences the knowledge of behavior, taking into account the needs and attitudes in their workplace, as well as social interactions and group processes.

This research has its basis in neo-human-relational theory, particularly in the study of human needs in relation to professional life, which explains the intervention of academic indexes as the axis of productivity in institutions, which represents a challenge on higher education.

Figure 1 shows the approach to the problem used in the research, which is carried out through a comprehensive system based on the factors and academic indices that involve public institutions at the top level, to evaluate performance.

**Figura 1.** Planteamiento del problema de los índices Académicos



Fuente: Elaboración propia

The research is based on the information obtained from their environment, processed according to their convictions and adopts attitudes, opinions and points of view in all the circumstances and experiences of the organization. The theory of organizational behavior is part of the humanistic approach of the administration itself, which arises from the sciences of human behavior, whose studies are considered relatively recent. These sciences are based on psychology, anthropology and economics, among other disciplines, to understand the behavior and interaction of employees in the organizational field (Daft, 2004). According to Kast and Rosenzweig (1988), these disciplines have the scientific objective of establishing generalizations about human behavior, based on empirical evidence collected in an interpersonal and objective way to understand, explain and predict human behavior.

Chiavenato (2006) considers that a characteristic of the theory of organizational behavior is that it supports new propositions about human motivation. On the other hand, McGregor, Maslow and Herzberg (cited by Hernández et al., 2006) point out that the administrator needs to know the motivational mechanisms to properly guide people in organizations. In turn, McGregor

(cited by Hernández et al., 2006) compares two opposing and antagonistic management styles. A style that is based on the traditional, mechanistic, authoritarian and pragmatic theory, he called theory X. Another more democratic and participatory style, based on modern conceptions with relation in human behavior, he called theory Y (Kast and Rosenzweig, 1988). The differences between both theories can be seen in Figure 2.

**Figura 2.** Teorías X y Y como concepciones diferentes sobre la naturaleza humana



**Fuente:** Chiavenato (2006)

Chiavenato (2006) It calls new approaches in administration and proposes a classification of the different theories of administration, based on what each of them emphasizes, among which the theory of scientific administration stands out. Classical, neoclassical, bureaucratic and structuralist theories highlight structure. In contrast, the theories of human relations, organizational

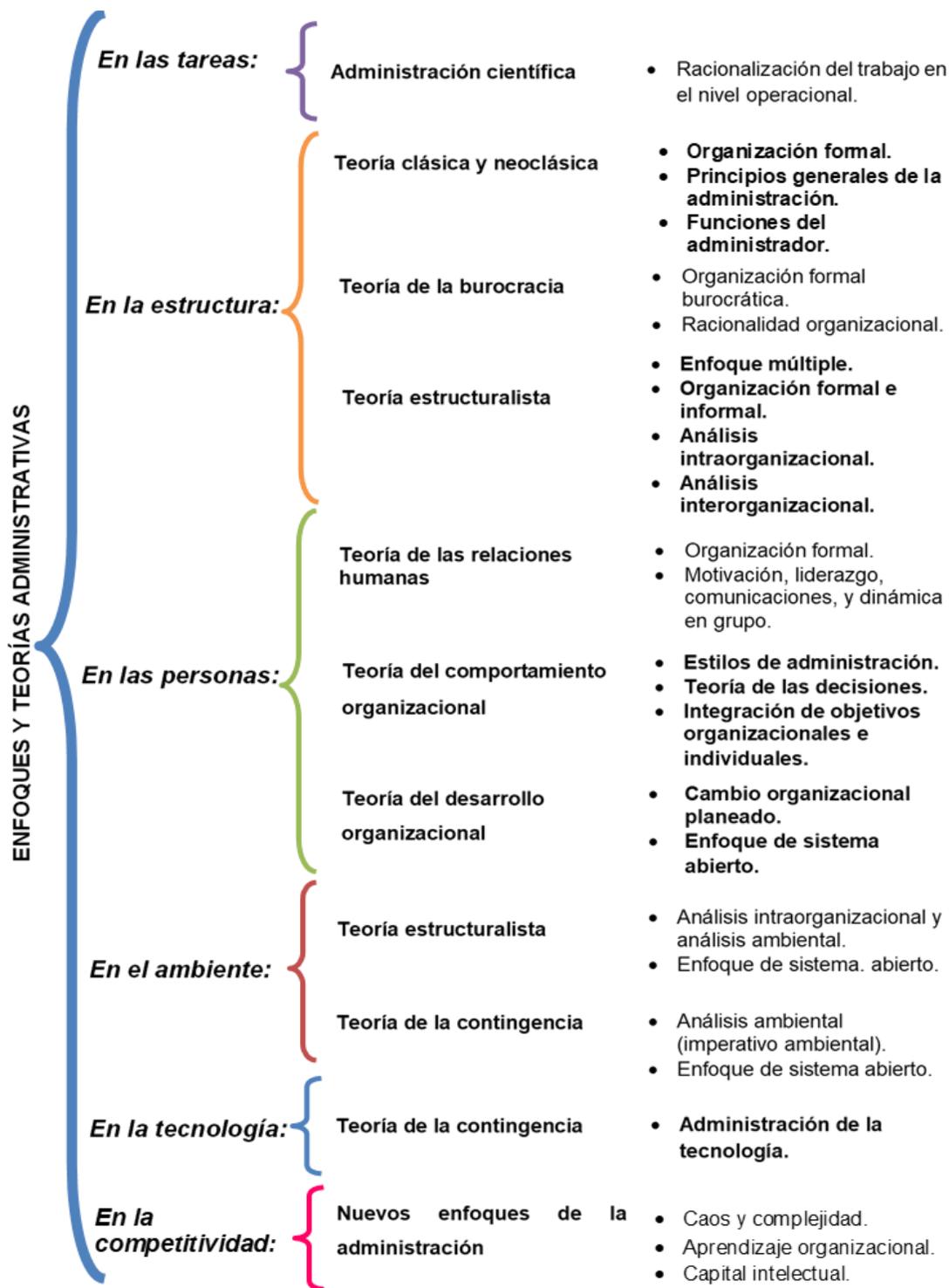
behavior and organizational development focus on people. Those that emphasize the environment are the structuralist and contingency theories. Also, the theory of contingency emphasizes technology. Finally, the theory of chaos and complexity, organizational learning and intellectual capital focus on competitiveness (see Figure 3).

It must be taken into account that in organizations it is very common that there are conflicts between individual objectives and organizational objectives. The new approach in the behavioral sciences can reconcile this type of conflicts, without losing sight of the fact that each person must make their own decision.

The employee, regarding the commitment, must have conscience, willingness to keep lines of activity, satisfaction for salaries, bonuses and promotions perceived. All this has an influence on the motivation that it generates for what it achieves in the institution. The organization obtains the achievement of the objectives, promoting communication and teamwork, which in turn allows the leader to be recognized.

Next, the contribution made by different authors with different conceptions regarding organizational commitment is described. What is exposed by each of them is necessary to have a greater perspective of this concept. The organizational commitment considers different aspects, such as affective attachment to the organization and the costs perceived by the worker, which intervene when an employee decides whether to leave the organization or remain in it.

Figura 3. Las principales teorías administrativas y enfoques

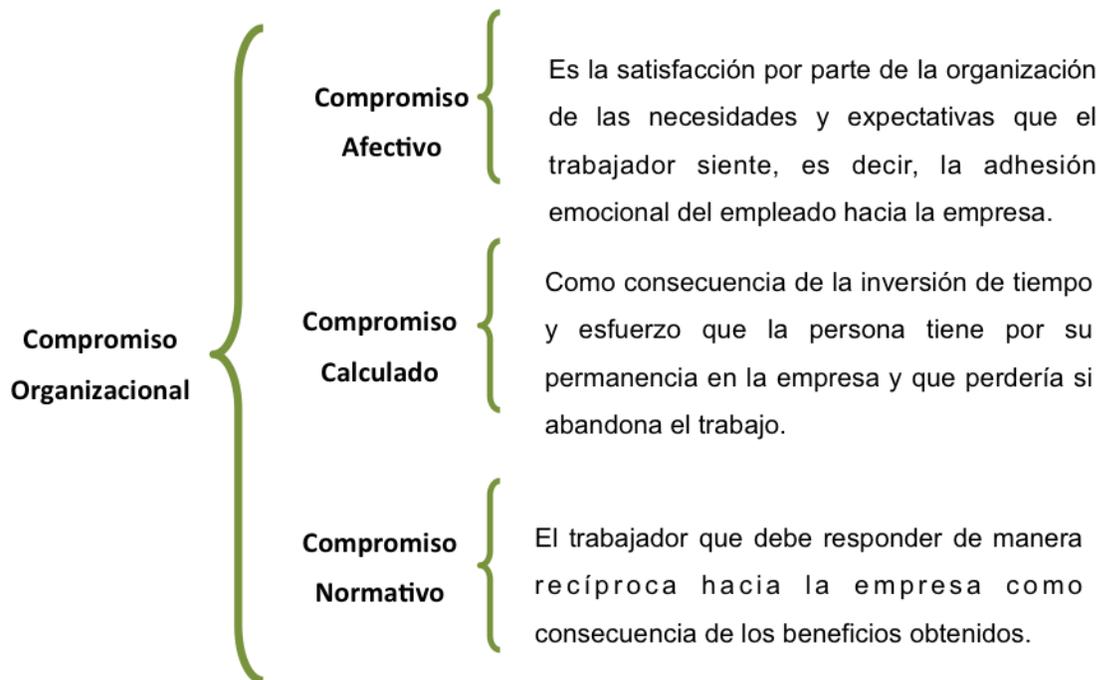


Fuente: Elaboración propia

Robbins y Judge (2009) they indicate that the organizational commitment is a feeling for which the employee is identified with the organization, as well as with its goals, having as main objective to continue belonging to it. This commitment is very significant, because it makes workers have a great impact on productivity, developing optimal conditions for the organization, which are necessary to survive in a world that is constantly changing. Employees who have had a higher permanence index within an organization and who perform a more efficient and quality work are those who feel a commitment to it, unlike those who have job satisfaction.

The commitment is a force of relationship and identification that an individual has with the organization. Each worker can develop one of the three different types of commitment that exist, independent of each other, which are affective, calculated and normative. Figure 4 shows the qualities of each of them.

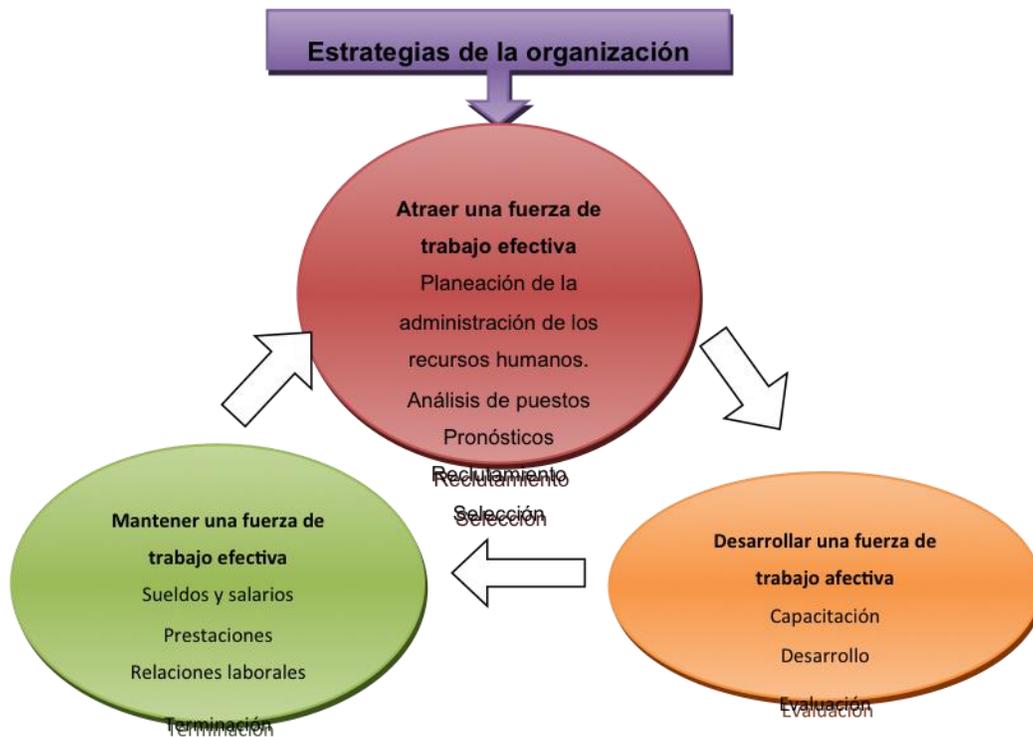
**Figura 4.** Clasificación del compromiso



**Fuente:** Elaboración propia

The three fundamental activities of the area of human resources in an organization are: to attract effective work force, to develop it fully and to maintain it in the long term. The achievement of these goals requires skills in planning, training, performance evaluation, administration of salaries and wages, benefit programs, even in the termination of employment. Each of these skills is shown in Figure 5.

**Figura 5.** Estrategias de la organización



Fuente: Daft (2008)

For the exercise of the administration of human resources in the organization to be carried out, it is necessary to take into account the environmental factors and the activities that the administrator must perform, among which are: recruit, train, develop and retain the best people. For this, it must be taken into account that an employee does not develop properly or does not stay in a job if he does not find an environment that provides support and security. It is for this same

reason that those in charge of human resources in the organization must be involved in competitive strategies, know the federal legislation and respond to the needs of labor relations.

In this analysis the use of the human resources area has been considered not only because it is an element of the organization that helps us keep the institution functioning and stability, but also because it is taken as a tool with which it can attract an effective work force. Human resource managers predict the need for new employees based on the types of vacancies. Figure 6 explains the administration that is done to attract a work force.

**Figura 6.** Planeación de recursos humanos



Fuente: Elaboración propia

Therefore, organizations have increased their interest in human resources that provide knowledge, skills, abilities and capabilities that are enhanced by employee experiences, aspects that allow having lasting advantages over other organizations. However, when the employee gives up his company, these advantages become losses of human resources. Therefore, the attention given to the relationship that is formed with the employee and the possible links that keep him / her there has become a fundamental aspect for organizations and institutions.

## Results

All organizations have an impact on society that begins inside the organization. The organizational climate is a link for good job performance, because it can be a factor that influences the behavior of employees, their values and attitudes.

It is worth saying that the goals of organizational behavior are based on:

1. Describe: it is the way in which people lead their lives.
2. Understand: that people share how they do it.
3. Predict: employees have a future behavior.
4. Control: human activities.

It is very important to emphasize that leaders of organizations must motivate and support employees to meet the goals and objectives already established by the organization, taking into account the indicators for continuous improvement. To this end, the organizational commitment factors were identified, which are:

1. Communication: is to have information available to act or facilitate processes of change and thus influence the action towards the welfare of the company. It is essential for the internal functioning of companies because it integrates managerial functions. Communication is essential for the following organizational functions:

- a) To establish and disseminate the goals of a company.
- b) Develop plans for their achievement.
- c) Organize human and other resources in the most efficient and effective manner.
- d) Select, develop and evaluate the members of the organization.
- e) Lead, direct, motivate and create a climate in which people want to contribute.
- f) Control performance.

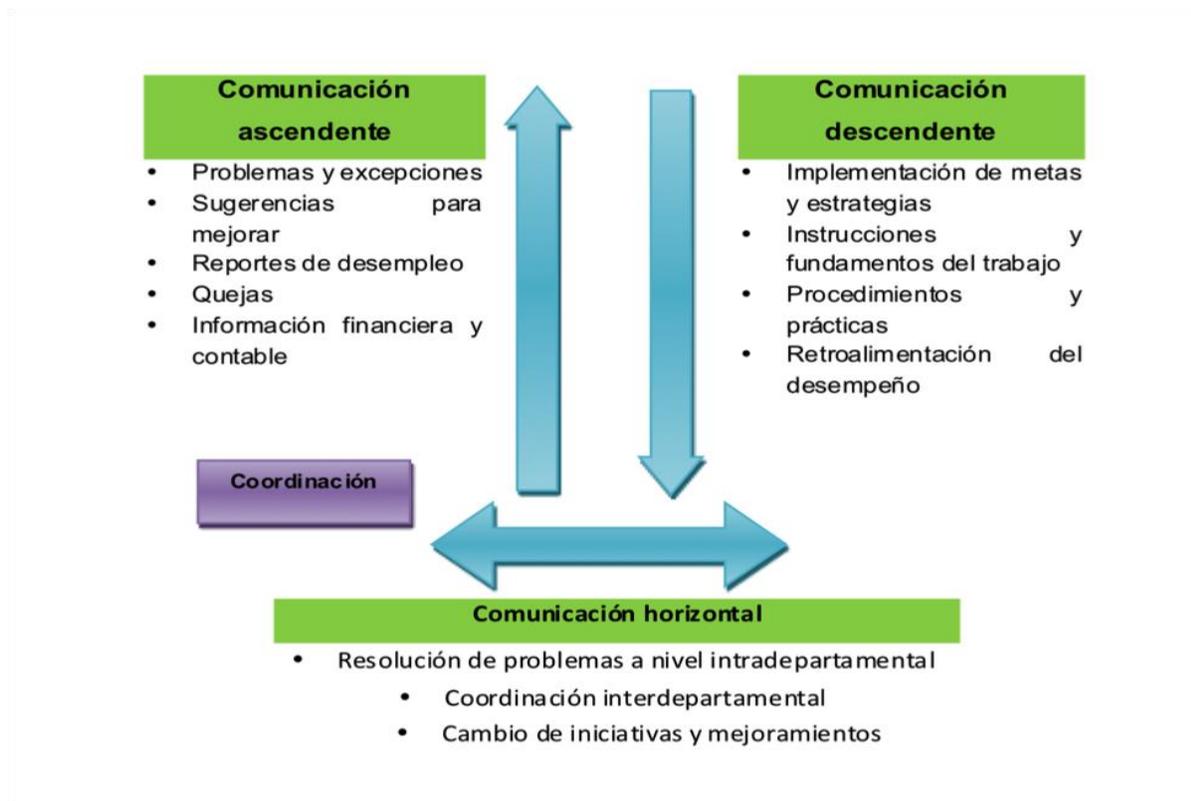
In addition, communication facilitates managerial functions and relates a company to its external environment through the exchange of information. In any organization communication becomes an open system that interacts with its environment.

It is also very important to know how it flows in different directions: down, up and cross. The usual in the companies was downward communication, however, there were problems flowing in that direction. It could be said that the communication has to start in the subordinate as an ascendant, to travel towards the superiors, while engaging equally horizontally and diagonally.

Horizontal communication involves the lateral exchange of messages between friends and co-workers. It can occur within or through the departments. The purpose of horizontal communication is not only to inform, but also to require support and coordinate activities, for this it is fed from three categories: interdepartmental problem solving, interdepartmental coordination and change initiatives and improvement measures. In this communication teams solve problems continuously and look for new ways to carry out their activities.

Using formal channels of communication can influence within the chain of command or within the responsibility of the tasks defined by the organization. The three formal channels and the types of information transmitted in each of them are illustrated in Figure 7.

**Figura 7.** Canales de la comunicación

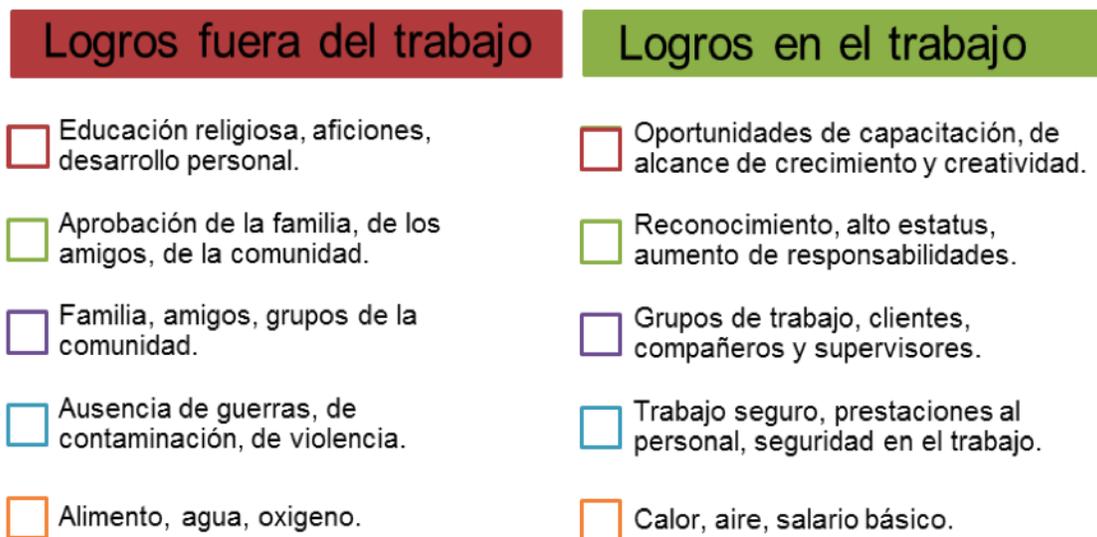


Fuente: Elaboración propia

It should be noted that, for the fulfillment of institutional objectives, if there is no adequate communication where the issuer understands and issues the message correctly, and the receiver listens and understands the activity that must be carried out, it will be difficult to achieve the established objectives

2. Motivation: explains how workers select behavior patterns to meet their needs and determine if their choices were successful. To understand motivation in individuals, Maslow (cited by Rodríguez, 2006) developed the theory of human motivation, proposing hierarchies of needs, since human beings are motivated by multiple needs that exist in a single hierarchical order. Maslow identified five general types of motivation needs in ascending order, which are shown in Figure 8.

**Figura 8.** Jerarquía de las necesidades



Fuente: Elaboración propia

3. Job satisfaction: employees must have a level of satisfaction, as well as quality of employment alternatives and investments, which leads to organizational commitment and, as a result, to the permanence in the organization or institution for the achievement of goals. It is convenient to engage staff by motivating and involving them in these processes, generating staff to remain in the organization. The above is illustrated in Figure 9.

**Figura 9.** Modelo de Rusbult (1998) de inversiones en la formación del compromiso



Fuente: Elaboración propia

Like job satisfaction, the commitment to the organization influences when deciding whether a person remains in the position. Organizational commitment is the strength of an employee's participation in the organization and how it is identified with it. Employees who remain with the organization for a long period tend to be much more committed to the organization than those who worked for shorter periods. A strong commitment to the organization is characterized by the support and acceptance of the goals and values of the organization, the willingness to exercise considerable effort for the good of the organization and a desire to remain within the organization.

4. Identity: according to Berger (1983), identity is defined as the constructive action that the individual performs by internalizing external symbolic elements. Given by the social world, social structures and other individuals, incorporating their own subjectivities and then transmit them to the outside world within a symbolic universe and a specific time. It involves the interaction between the social, symbolic and intersubjective worlds.

5. Teamwork: today, in some organizations, teams are the basic building block of these, as their members work together to achieve the tasks. The communication structure of the team influences both its performance and the satisfaction of employees (Daft, 2006).

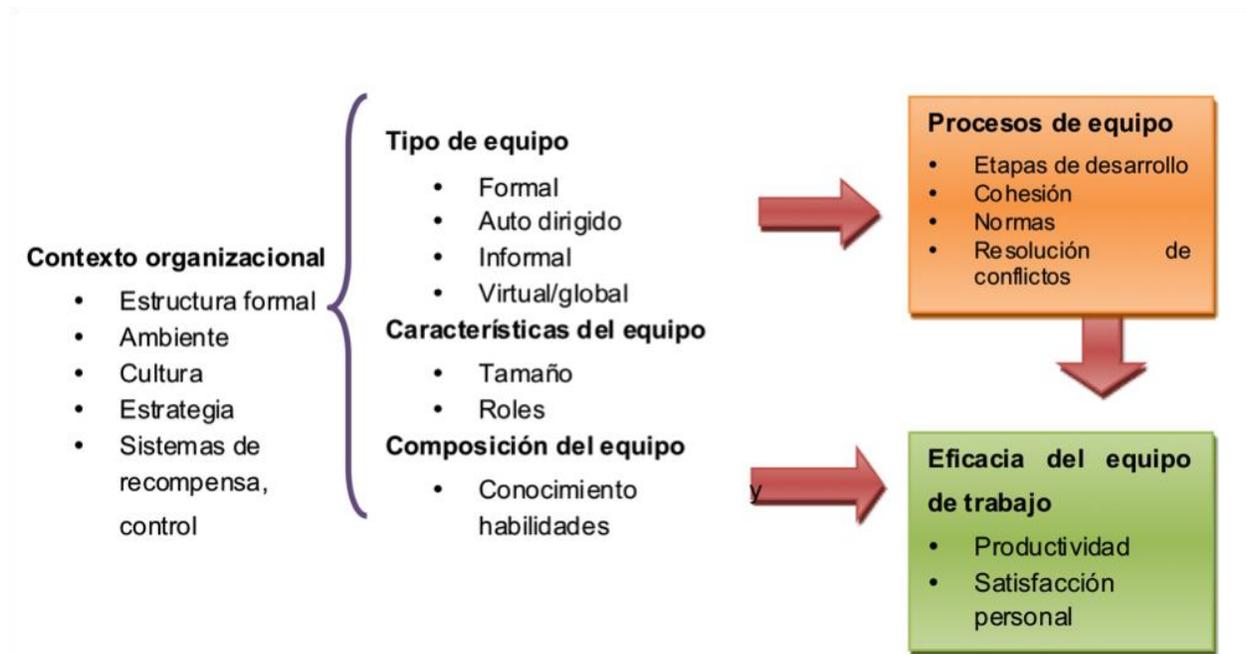
Bateman (2009) defines the team concept as a small number of people with complementary skills, who are committed to a common goal, a set of performance goals and an approach for which they consider themselves mutually responsible.

For Robbins (2000), work teams are formal groups, made up of interdependent individuals who are responsible for achieving a goal. He also mentions that all work teams are groups, but only formal groups can be work teams. The formal teams are created by the managers, deliberately, with the purpose of assigning them specific tasks that serve the organization to achieve their goals. They deal with problems and decisions that often arise. Some may be temporary and are called project teams. Informal teams arise when several people meet and interact regularly, an activity with which they satisfy the human need for friendship, support and security.

The concept of equipment, according to Daft (2006), implies a sense of shared mission and collective responsibility, for that reason teams emerge as an important tool within the administration in an institution, since they involve the individuals and equip them with faculties of decision. In this way, workers are more satisfied, achieving a higher level of productivity. Regarding the higher education institutions, the results are reflected in the various activities that are organized outside and within the organization, with beneficial and convenient results, meeting the goal set for each activity. This may vary according to the objective and the structure of the team.

Some of the factors that are associated with the effectiveness of a team are based on two aspects: productive results and personal satisfaction. Satisfaction belongs to the team's ability to meet the personal needs of its members and, in this way, maintain their affiliation and commitment. The productive result refers to the quality and quantity of work carried out under the goals defined by the team. Another factor that influences effectiveness is the organizational context, which consists of structure, strategy, environment, culture and reward systems. The context assumes types, characteristics, composition and equipment processes, as shown in Figure 10.

**Figura 10.** Trabajo en equipo



Fuente: Elaboración propia

6. Leadership: according to Scott (2004), obtaining the leadership and commitment of the top management is decisive for the triumph of the programs of the organizations or institutions. One way to communicate this commitment to all employees, as well as the external environment, is to incorporate attitudes of diversity in the organization, within the corporate mission statement and strategic plans and objectives. This commitment is part of a broad approach extended beyond the accepted formalities of the quality assurance function. This creates responsibilities within each department of the organization at all levels. Starting from the top, basic attitudinal changes will be required to meet the objectives of the organization. However, if the directors of an organization do not recognize and accept their responsibility for these processes, then these changes will not be made.

As a result of the above, and as part of the commitment of the staff in the public institutions of higher education, it is important to consider leadership as an indispensable factor, since staff may be committed to the institution. If there is no leader, the results of meeting the goals will not be favorable.

The administration has distinguished leadership not only as a function of direction, planning, organization and control, but also as a quality that inspires and motivates people beyond their normal levels of performance. Leadership is, equally, an important part of companies trying to meet the challenges of a changing environment.

Rodríguez (2006) defines the leader as a guide, a supervisor or director, who shows the way. It equates it with the head of an army. It can be said then that the leader requires the ability to influence a group of people to achieve goals or goals.

Daft (2006) He affirms that the leader should be involved with the others for the fulfillment of organizational goals, since he defines what the follower must do to achieve the results of the work. It also shows that leadership is reciprocal and occurs among people, however, this will depend as the needs of organizations change. He adds that it is important to take into account people, influences and goals within the exercise of leadership. Leadership involves the use of influences and is used to achieve goals, which means that it is necessary to comply with certain features to counteract those variables.

For this same reason, different leadership styles are found in organizations. There are leadership oriented towards relationships and others towards tasks. A leader with a relationship orientation is interested in people, while a task-oriented leader is mainly motivated by the achievement of these. Likewise, as can be seen in Figure 11, we find other styles that contribute to the leader's exercise being carried out, not only making the goals achieved, but also meeting other needs.

**Figura 11.** Estilos de liderazgo

Fuente: Elaboración propia con base en lo planteado por Daft (2006)

Figure 12 analyzes the types of leadership according to the behavior of the employee in the organization, according to the description of Daft (2006).

**Figura 12.** Análisis de tipos de liderazgo



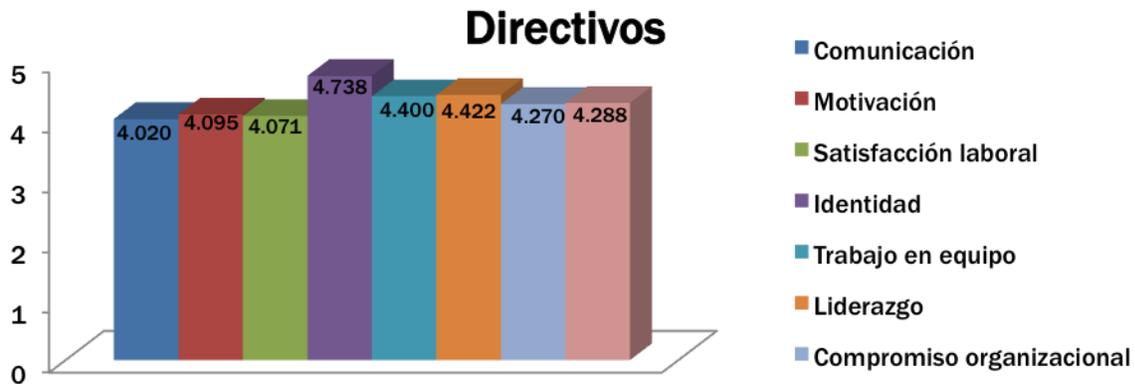
Fuente: Elaboración propia con base en Yuhl (2010).

In the processes for the accomplishment of goals, the leadership that is required is of the managerial type, since the coordinator indicates to the subordinates what exactly they should do, usually plan, elaborate programs, set goals and performance standards.

By means of the results in a survey it can be recognized that the variable Identity has the value of the highest mean, which means that the respondents consider that they are proud of working in their institution, they feel a sense of belonging to it, because the objectives are in accordance with personal ones. The results reveal that employees identify with the values, mission and vision of the institution. However, it can be inferred that the answers of the respondents could derive from a protection to their labor interest, since it can be seen that the variable with the lowest average value is Motivation, that is, that few people infer that in their educational institution there is no motivation, so they are not interested in developing any project. In addition, it was found that employees lose interest in participating in activities of the institution, because they are not considered motivated. It is important to highlight, based on the results, that the staff does not

consider themselves motivated by the institution where they work. However, if they feel proud of belonging to it, therefore, higher education institutions should strengthen this area.

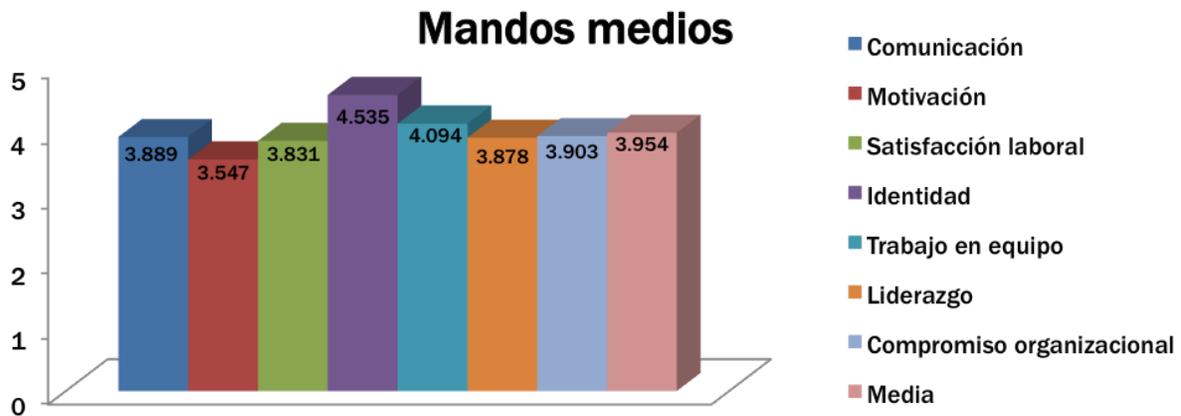
**Figura 13.** Media general por directivos



Fuente: Elaboración propia con datos obtenidos de IBM SPSS Statistics 20

For the level of managers studied in public institutions of higher education, the following results were obtained. The variable Identity has a score higher than 4,738, which means that the staff that works in these institutions has a great sense of belonging to it and they feel proud of belonging to it. The variable Communication, with a score of 4,020, indicates that some of the managers consider that in their educational institution the communication is transmitted in a truthful and timely manner, making it reach their recipient efficiently and effectively.

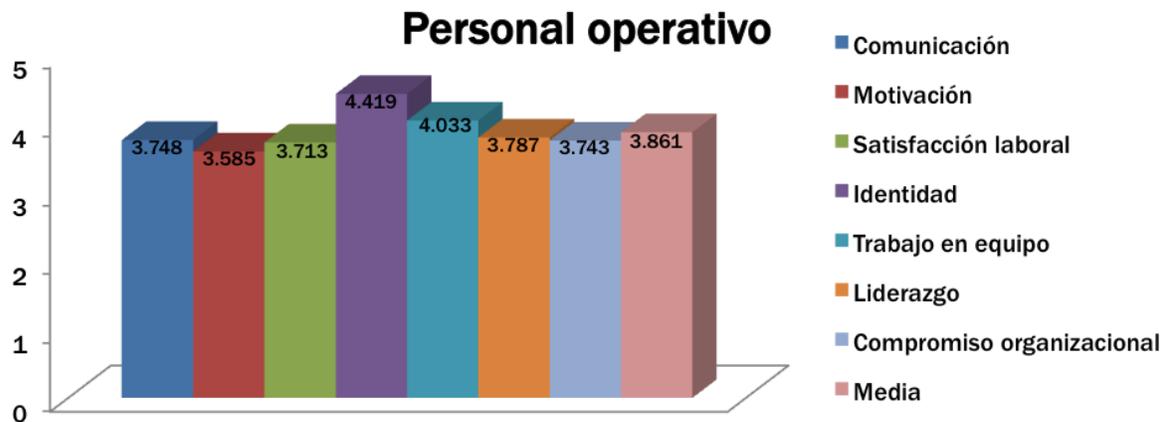
**Figura 14.** Media general por mandos medios



Fuente: Elaboración propia con datos obtenidos de IBM SPSS Statistics 20

The graph in Figure 14 shows the results of the middle managers surveyed. In it, the variable Identity has the value of the highest mean, with 4.535. With this, the respondents demonstrate to be proud of working in their institution, they feel a sense of belonging to it because the objectives are in accordance with the personal ones, they are identified with the values, the mission and the vision of this. In contrast, the variable Motivation shows an average of 3,547, which means that some of the respondents feel unmotivated by the activities they perform in their area of work, as shown in Figure 14.

**Figura 15.** Media general por personal operativo



Fuente: Elaboración propia con datos obtenidos de IBM SPSS Statistics 20

On the other hand, for the operational staff, the variable Identity has the highest average, with 4,419, which reveals that the respondents are proud to work in their institution, they feel a sense of belonging to it because the objectives are in accordance with the personal, identify with the values, mission and vision of the institution. In counterpart, the Motivation variable shows an average of 3,585. This result reflects that some of the respondents feel unmotivated by the activities they perform in their area of work.

The commitment refers to the reciprocity that exists in the socio-economic exchange, with a close relationship with the level of satisfaction and the bond of attachment of the worker to the organization. When analyzing the results obtained for the organizational commitment, the following conclusions are reached: for the technological system of higher studies, the degree of commitment of its personnel has been the highest of the five systems involved in the study, while the university system This reflects a low level of organizational commitment, mainly due to the fact that the Communication, Motivation and Work Satisfaction factors obtained the lowest levels.

## **Conclusions**

The design of a comprehensive organizational system was achieved based on the commitment and goals of public institutions of higher education, their influence on society and public policies aimed at higher education, which represents a theoretical contribution in the human behavior plan .

The influence on the organizational system of public institutions of higher education increases the organizational commitment, which benefits the fulfillment of institutional objectives and guaranteeing knowledge. All of this reflects the offer of quality programs that train competitive professionals at a national and international level, which impact on the growth, development and service of society. In the fifth stage, feedback is considered through the link between society and public institutions of higher education and public policies oriented towards higher education in Mexico.

## **Acknowledgment**

The results of this research are derived from the collaborative work of the THEMATIC NETWORK "Strategies and Effectiveness in Organizations" integrated by Valle de México and Valle de Teotihuacán.

On the other hand, the authors thank the UAEM for the facilities granted for the development of research projects such as "Mobile devices new generation".

## References

- Bateman, S. (2009). *Administración liderazgo y colaboración en un mundo competitivo*. Ciudad de México, México: McGraw Hill.
- Chiavenato, I. (2006). *Introducción a la teoría general de la Administración* (17.<sup>ma</sup> ed.). Ciudad de México, México: Mc Graw-Hill.
- Daft, R. (2004). *Administración* (6.<sup>ta</sup> ed.). Ciudad de México, México: International Thomson.
- Daft, R. (2006). *Introducción a la Administración* (4.<sup>ta</sup> ed.). Ciudad de México, México: Thomson.
- Daft, R. (2008). *Management: The new workplace* (7.<sup>th</sup> ed.). China: South-western.
- Hernández, S. (2006). *Introducción a la administración*. Ciudad de México, México: McGraw Hill.
- Robbins, S. (2000). *Administración una ventaja competitiva*. Ciudad de México, México: McGraw Hill.
- Scott, B. (2004). *Administración una ventaja competitiva* (4.<sup>ta</sup> ed.). Ciudad de México, México: McGraw Hill.
- Kast, F. y Rosenzweig, J. (1988). *Administración en las organizaciones: enfoque de sistemas y de contingencia* (2.<sup>da</sup> ed.). Ciudad de México, México: McGraw Hill.
- Robbins, S. y Judge, T. (2009). *Comportamiento organizacional* (13.<sup>ra</sup> ed.). Ciudad de México, México: Prentice Hall.
- Rodríguez, H. (2006). *Introducción a la Administración* (4.<sup>ta</sup> ed.). Ciudad de México, México: McGraw Hill.

Rol de Contribución	Autor(es)
Conceptualización	(Blanca Estela Hernández Bonilla).
Metodología	(Blanca Estela Hernández Bonilla-PRINCIPAL y Adriana Mercedes Ruiz Reynoso-APOYA).
Software	(No aplica).
Validación	(Verónica Ramírez Cortés-PRINCIPAL y Sindy Janet Sandoval Trujillo-APOYA).
Análisis Formal	(Blanca Estela Hernández Bonilla-PRINCIPAL y Laura Cecilia Méndez Guevara-APOYA).
Investigación	(Blanca Estela Hernández Bonilla-APOYA y , Adriana Mercedes Ruiz Reynoso-PRINCIPAL).
Recursos	Adriana Mercedes Ruiz Reynoso principal, y Laura Cecilia Méndez Guevara apoya).
Curación de datos	Adriana Mercedes Ruiz Reynoso-APOYA y Laura Cecilia Méndez Guevara-PRINCIPAL.
Escritura - Preparación del borrador original	(Adriana Mercedes Ruiz Reynoso y Blanca Estela Hernández Bonilla).
Escritura - Revisión y edición	(Adriana Mercedes Ruiz Reynoso-PRINCIPAL y Blanca Estela Hernández Bonilla-APOYA)
Visualización	Verónica Ramírez Cortes´.
Supervisión	Adriana Mercedes Ruiz Reynoso-APOYA y Blanca Estela Hernández Bonilla-PRINCIPAL)
Administración de Proyectos	Blanca Estela Hernández Bonilla.
Adquisición de fondos	Adriana Mercedes Ruiz Reynoso