

# Administrative Management, Importance For The Microenterprise

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## Abstract

Administrative management is currently a very important factor in the executive management of any type of company, however in microenterprises, due to its organizational structure, among other elements, this valuable tool still needs to be known to incorporate it into its internal processes. and external. Under such a context, the objective of this study included the importance of administrative management for the proper functioning of local microenterprises; using as a methodology the mixed quantitative-qualitative approach, non-experimental design of a descriptive type, through a systematic review of the literature of 41 documents referring to the object of study, according to the position of classic and current authors, as well as the application of the interview to experts in the subject to argue the results obtained with the discussion of the same. Obtaining several definitions that agree that administrative management is an instrument that provides solutions to the various situations that a microenterprise must face, which implies characteristics such as planning, direction and control of a leader who effectively manages the microenterprise organization based on the scope of your goals and objectives. It was obtained as a result that administrative management does not work in isolation, but as a set of actions that greatly involve leadership, which leads to the gradual growth of that organization called microenterprise.

**Keywords:** Administration, Management, Leadership, Microenterprise, Planning.

## INTRODUCTION

The microenterprise in Ecuador has its history, it is as a result of dollarization in the year 2000, in which the new government incorporates socioeconomic policies to promote production, in which the microenterprise movement arises, along with microfinance to finance their activities (Macías & and Moreira, 2020), taking into account its particular definition as a form of production on a smaller scale and with personal or family characteristics in the area of commerce, production, or services, has between 1 and 9 employees and has an income of less than \$100,000 dollars, whose purposes are focused on providing work to people from the middle and lower social strata.

Microenterprises currently face a challenge, after having gone through a health crisis that seriously affected this sector, as a result of which many were forced to close their doors due to the lack of capital to cover production costs and, above all, all the financial expenses, which, despite the refinancing of the debt, were in several cases impossible to pay due to the lack of liquidity of the microenterprises due to the low demand for their production, considering that the administrative management implies "a level high demand both in the development of functions such as planning, organization, coordination, direction and control of the organization, as well as for a better management of the company's assets", which include not only material assets but above all the factor without which it is almost impossible to carry out economic activities, and which is oriented towards the achievement of goals and objectives set by the company's directing area (Falconí et al., (2019).

Faced with this situation, a latent reality has been the lack of knowledge of their owners to face unexpected situations such as the health pandemic; in other cases, however, the application of business management mechanisms tended to be able to get out of the crisis using strategies such as creativity and innovation in their businesses, which have progressively paid off in order to remain in the market; being that the "rational conduction of tasks, efforts and resources to prevent future problems and above all

to achieve favorable results for the company" (González et al., (2020), is an attribute of efficient business or administrative management.

Taking into account the antecedents raised, the objective of this work has focused on establishing the importance of administrative management for the proper functioning of local micro-enterprises.

## MATERIALS AND METHODS

The research responds to the quantitative-qualitative approach, a non-experimental design of a descriptive and explanatory type, based on documentary and literature review to obtain various concepts on the fundamentals of administration according to the most recognized authors throughout history; the conceptualization, importance and benefits of administrative management and local microenterprises, according to current Ecuadorian legislation.

60 sources of information were consulted in books, academic articles - indexed scientists, official documents of national and international state organizations, of which, a selection of 41 documents was made based on the relevance of the objects of study, proceeded to the classification and two tables were elaborated that group both the definitions and the characterization of said variables studied.

In addition, the technique of interviewing experts in formulation, management, development and administration of microenterprises was used, which were used to argue in the discussion of the results of this research.

## ANALYSIS AND DISCUSSION OF RESULTS

### Theoretical Foundations

When talking about administrative management, it is necessary to define what administration consists of, which has been previously conceptualized by some theorists, including Henry Fayol, Frederick Winslow Taylor, Koontz and others; Ander-Egg and Idalberto Chiavenato.

To manage is to anticipate, organize, command, coordinate and control. To foresee is to scrutinize the future and prepare the action program; to organize is to constitute the double organism, material and social, of the company; to send is to direct the personnel; to coordinate is to link, unite and harmonize all acts and all efforts; To control is to watch so that everything happens according to the established rules and the orders given. Understood in this way, the administration is neither an exclusive privilege nor a personal charge of the boss or leaders of the company, it is a function that is distributed like the other essential functions, between the head and the members of the social body; all this means managing for (Fayol, 1987, p. 14).

Taylor (1987) defines management in his work on the principles of scientific management as:

A methodology that is based on scientific methods and laws that make it possible to take better advantage of the working day, avoiding waste of time and money in the production process. Its fundamental objective is to reach the maximum levels of productivity and, therefore, of prosperity, for which it focuses, among other points, on promoting the preparation and training of workers, so that each one becomes more efficient and competitive (p. fifteen).

Being this idea related to the position of Ander-Egg and Aguilar-Idáñez (1994) who define it as "the activity of people and/or groups that act together in an organized, planned and coordinated and controlled manner to achieve certain common goals and objectives, which is not feasible to achieve individually" (p.14). For their part, Koontz, Weihrich and Cannice (2016) agree on a definition of a Management as "the process by which an environment is designed and maintained in which individuals working in groups accomplish specific goals effectively" (p.6).

While, for Chiavenato (2019) in his classic on business administration, this consists of:

A continuous and systematic process that involves a series of driving activities, such as planning, organizing, directing, and controlling resources and competencies to achieve organizational goals and objectives. In addition, it includes setting the objectives to be achieved, making decisions on the way to achieve them and leading the entire process in order to achieve them and offer results to the organization's strategic audiences (p.8).

Clushkov focuses on organizing and transforming existing information in an orderly manner with the aim of improving process management. Terry, for his part, refers to achieving a particular goal through the efforts of others. Koontz and O'Donnell consider this discipline as the direction of a social organism that requires skills to know how to lead its members. Morstein Marx defines it as a systematic order under the calculated use of resources to achieve a purpose. To Peterson and Plowman it is a technique that determines and clarifies different purposes and objectives of certain human groups. L Brech refers to a social process that is integrated by the responsibility of planning and regulating different business operations.

In this context, Mochón et al., (2014) highlight the idea of Chiavenato, when they emphasize that:

Today the task of the administration is to define the objectives of the administration and transform them into organizational

actions through the planning, organization, direction and control of all efforts made in all areas and levels of the company in order to to achieve these objectives in the most appropriate way for the situation and to guarantee competitiveness in a complex business world saturated with competitors.

For other authors such as Koontz et al., (2016), management is "the process of designing and maintaining an environment in which, working in groups, individuals efficiently accomplish specific objectives." (Galindo, 2018), defines it as "a set of activities aimed at using resources efficiently and effectively in order to achieve one or more objectives or goals of the organization" (p. 5).

In Thompson's (2020) perspective, management is the "coordination of work activities so that they are performed efficiently and effectively with and through other people" (p. 7). Hitt et al., (2016), for their part, define administration as "the process of structuring and using sets of resources oriented towards the achievement of goals, to carry out tasks in an organizational environment" (p. 9).

Once the term administration has been defined, derived from which the concept of administrative management arises, there are some theories formulated in this regard, which are summarized in Table 1 below.

**Table 1: Approaches to administrative management**

Theory	Description	Theoretical
systems theory	They all need to work together for a business to be successful. This theory embraces 3 basic concepts: Entropy: The tendency of a system to fail and die (something to be avoided in business). Synergy: Working together the parts can produce something greater than those same parts could produce by themselves. Subsystem: The entire business is based on subsystems which in turn are based on even more subsystems.	Ludwig von Bertalanffy
Scientific theory	It focuses on a formal organizational approach exclusively. The method focuses on departmentalization. His concept of organization is based on the substitution of empirical methods for a scientific method and is based on times and movements. It comprises 4 principles: Each task must be studied to determine the most efficient way to do the task: This disrupts traditional work processes. Workers should be assigned to jobs that align with their skills and motivation. Workers must be closely monitored to ensure that they are only following best work practices. Managers should spend time training employees and planning for future needs.	Frederick Taylor
management theory	It has 14 principles of administration and 6 functions: foresight, planning, organization, dominant, coordination and control. Fayol stresses that managers must plan for the future, organize necessary resources, direct employees, work collaboratively, and monitor employees to make sure everyone follows the necessary commands.	Henri Fayol (1841-1925)
Humanistic or human relations theory	It focuses on human relationships. It is based on the informal organization, that which underlies outside the formal organization. It considers the worker a social man, the full delegation of authority, the autonomy of the worker, the importance of the content of the position, the level of production depends on social integration. Emphasize praise and teamwork as motivational factors.	Elton Mayo
behavior theory	It focuses on organizational psychology and the concept of organization is based on interpersonal relationships. The conception of man is of an individual and social being. The contributions of Maslow's theory of behavior based on a pyramid of needs that man is satisfying as he meets goals. In this sense, from the analysis carried out, it is concluded that administrative management, regardless of the size of the business, constitutes a solid base that will be the foundation of any organization, since the execution and potentialization of tasks will depend on it to comply with the proposed objectives and contribute to its survival and growth.	Abraham Maslow
bureaucratic theory	An organization is more efficient when it uses a bureaucratic structure. It uses rules and procedures framed in 5 principles: Task specialization, each employee must fulfill a specific role within the company. Hierarchy, must be clearly established within the organization. Formal selection must be by qualification of the person to perform a specific function and not by voting. Rules and requirements, they must have uniform standards based on the regulation so that everyone knows what to do. Impersonal, especially when a worker is promoted according to his performance, which is not due to emotions, nor because of ties of esteem or familiarity.	Max Weber
Theory XY	It is a radical theory that supposes 2 types of workers, those of type X and those of type Y. The former have no ambitions or motivation and require orders from their immediate bosses. The latter are proactive, do their best, and enjoy doing their job better.	Douglas McGregor
Contingency Management Theory	The traits of a good leader are directly related to the leadership that he exercises over the company and the workers. These traits imply flexibility, adaptation to change as demanded by the market, the business and the team, since there is no single approach that adapts to each organization, but there are 3 variables: the size of the organization, the technology used and the leadership at all levels of the business.	Fred Fiedler
classical theory	It has a structuralist perspective and its organizational focus is centered on the formal organization; Its concept is that of a formal structure as a set of bodies, positions and tasks. It emphasizes the physical needs of employees that they can satisfy with money, since it focuses on the worker's economy. As a result, classical management theory advocates seven key principles: Profit Maximization, Labor Specialization, Centralized Leadership, Streamlined Operations, Emphasis on Productivity, Decision Making for a Single Person or a Selected Few, and Priority to the Bottom Line.	No defined author
modern theory	This theory was developed as a direct response to classical management theory. Modern businesses are faced with rapid change and complexities that seem to grow exponentially overnight. Technology is both the cause and the solution to this dilemma. As such, companies that incorporate modern management theory into their operations seek to merge technology and, to some extent, mathematical analysis with the human and traditional elements of their organization. This combination	No defined author

	<p>of scientific and social variables creates a dual approach: organization and decision making. These management theories emphasize using mathematical techniques to analyze and understand the relationship between managers and employees; and that employees do not work only for money (in contrast to classical management theory). Instead, they work for happiness, contentment, and a desired lifestyle.</p> <p>Modern theory embraces the idea that people are complex. Their needs vary over time and they possess a variety of talents and skills that the business can develop through on-the-job training and other programs.</p>	
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Based on the concept of administration and the theories related to administrative management, it is necessary to also conceptualize the meaning of microenterprise, both from the perspective of official international organizations, as well as from the laws in force in Ecuador.

### Micro Enterprise

An ECLAC report (2018) establishes that microenterprises are production units that are present throughout the world, mainly Latin America, sustaining both the level of employment and income generation as well as their interaction in the social network, creating new promotion opportunities for the poorest families. It is an economic unit operated by natural (87%), legal (1%) or de facto (12%), formal or informal persons, who have the following characteristics:

- a) They are dedicated to Production, Services, and/or commerce. It is classified according to the CIU: Food, clothing, leather and footwear, ceramics, graphics, chemicals, plastics, wood, construction materials, metal mechanics, electronics (radio and TV), transportation, textiles, tourism and hotels, professional services, general and municipal services.
- b) That goes from self-employment, or that has up to 10 collaborators.
- c) That its capital ranges from USD \$1.00 to USD \$20,000.00 free of real estate and vehicles (Ruiz, 2019, p. 14).

While, in Ecuador, the Organic Code of production, trade and investment-COPCI, defines it as "a productive unit, carries out a production, trade and/or service activity, and that complies with the number of workers and gross value of annual sales" (National Assembly, 2015). Both the COPCI and its application regulations establish the conditions that microenterprises established in Ecuadorian territory must meet, as follows:

1. Your sales (gross receipts) are less than or up to \$300,000 in the fiscal year.
2. Have up to 9 workers on your payroll.

The amount of income prevails over the number of employees.

In accordance with the COPCI, the Tax Simplicity and Progressivity Law promulgated on December 31, 2019, establishes a Tax Regime for Microenterprises, which includes all the provisions established for this important sector of the economy, based on taxpayers for the Ecuadorian state; which imply, among the most relevant:

- All microenterprises must declare and pay an income tax, equivalent to 2% of their annual net income.
- The withholding agents in each transaction will deduct for "Withholding at source" a single percentage of 1.75% of the tax base or subtotal of the transaction.
- Monthly tax returns become semi-annual for this category (National Assembly, 2019).

The validity of this category corresponds to 5 consecutive fiscal years; thus, it also contemplates that "Individuals and companies that are constituted from the creation of the Microenterprise Regime, at the time of obtaining the Single Taxpayer Registry (RUC) will automatically be categorized under the Microenterprise Regime" (National Assembly, 2019).

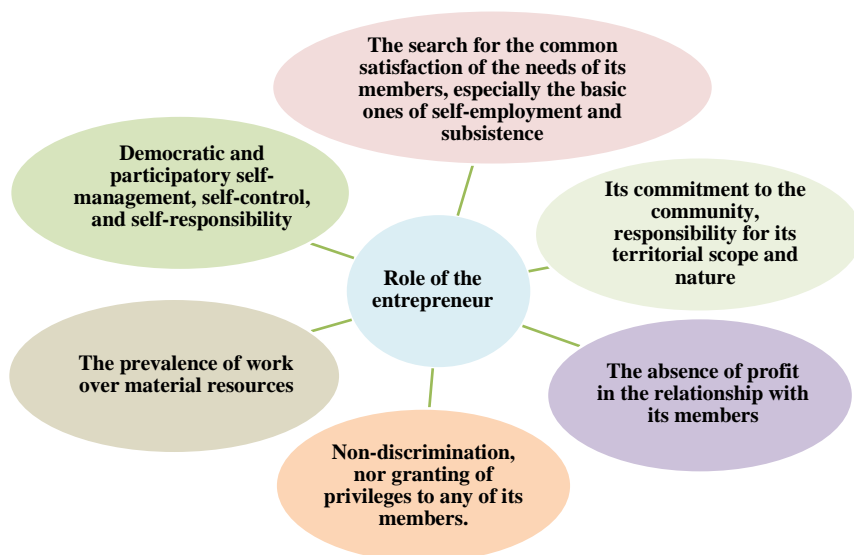
On the other hand, for authors such as Arriaga et al., (2018) microenterprises are "empirical organizations, financed, organized and directed by the owner himself, they supply a small market, they do not have high mechanized production and their plant of workers It is usually made up of family members, which is why it is usually called a family business" (p.28).

A microenterprise can be defined as an association of people who, operating in an organized manner, use their knowledge and resources: human, material, economic and technological for the production of products and/or services that are supplied to consumers, obtaining a profit margin. after covering their variable fixed costs and manufacturing expenses (Macías & Moreira, 2020), also taking into account that the main importance of microenterprises in the labor market lies in their ability to produce jobs with lower capital requirements.

Microenterprises contribute to the national productive apparatus, boosting economic activity, demonstrating its importance worldwide, they have deficiencies to be able to efficiently carry out administrative management and develop their activities through compliance with the phases: planning, organizing, directing, coordinating and controlling, which which would allow them to increase their adaptation, learning and growth capacities to perform the functions efficiently and effectively in the field where they are (Sumba & Santistevan, 2018).

In addition to the above, they constitute generators of spaces for the strengthening of family economies, since they constitute effective channels for the achievement of constant income that tends to improve the quality of life at home and in the community by generating sources of work and also income for workers (Zea et al., (2022).

Some characteristics of the microenterprise also link the important role of the entrepreneur, as shown in figure 1.



**Figure 1:** Role of the employer

In the case of the prevalence of work over material resources, collective interests must be considered over individual ones; and, of the relations of reciprocity and cooperation, on selfishness and competition (Flores, J., 2018).

In Ecuador, the Organic Code of production, trade and investment establishes the classification of companies according to their size, defining that the microenterprise has income of less than \$100,000 and several workers that fluctuates between 1-9 people. According to figures from the National Institute of Statistics and Censuses, INEC (2021), in the last directory of companies and establishments published, in Ecuador there is a greater number of microenterprises than micro, small and medium-sized MSMEs, as observed in the Table 1.

**Table 1:** Size of companies in Ecuador

Size	Year 2017	%	Year 2020	%
Micro enterprise	802.696	90.78	777.718	91.9
Little	63.814	7.22	52.468	6.2
Medium company "A"	8.225	0.93	7.617	0.9
Medium company "B"	5.468	0.62	4.231	0.5
Big company	4.033	0.46	4.231	0.5
Total	884.236	100.00	846.265	100.0

Source: Taken from INEC (2018). Company size classification issued by the Andean Community of Nations (CAN).

As can be seen in table 1, the number of microenterprises in Ecuador, for the year 2020 amounts to 91.9% compared to the year 2019, which corresponded to 90.78, an increase of 0.12%, however, in figures, the number of microenterprises decreased notably by 24,978 due to the covid-19 health crisis.

Table 2 shows the growth of microenterprises in a period of 8 years from 2012 to 2020.

**Table 2:** Microenterprises in Ecuador, comparison with total companies

Year	No. microenterprises	%	Total companies
2012	710.919	90,00	789.983
2013	791.896	90,45	875.447
2014	811.444	90,27	898.888
2015	801.040	90,26	887.393
2016	791.047	90,63	872.819
2017	828.357	90,89	911.307
2018	829.711	90,84	913.356
2019	802.353	90,89	882.766
2020	777.718	91.90	846.265

Source: Taken from INEC (2021)

According to table 2, although the total number of micro-enterprises in 2020 has decreased due to external agents such as the covid-19 pandemic, the % of these with respect to the total number of companies in the last five years has increased; However, it is also observed that, in 2017 and 2018 there is a notorious growth after the drop in 2015 and 2016, in the last two years 2019 and 2020 (of which official statistics are available) the number of micro-enterprises has decreased.

It can be deduced that as a result of the global pandemic, the microenterprise and business sector in Ecuador has been seriously affected, but also, as observed in Table 2, the decline begins in 2019, which is due to the prevailing socioeconomic policies in the country, which did not promote strengthening mechanisms for this economic sector that could leverage their productive and commercial activities. Likewise, within microenterprises, the scarce implementation of administrative management strategies contributed to their decline (Ron & and Sacoto, 2017).

In such a context, it is necessary to establish the meaning of administrative management, thus, in Table 3 a synthesis of definitions on administrative management according to various authors can be seen.

**Table 3:** Concepts of administrative management according to authors

Definition	Author
The ability to control and coordinate the actions and the different roles performed within the company makes it possible to prevent problems and achieve objectives. The systematic conduct of a correct administrative management favors the obtaining of favorable results for the organization. The importance of administrative management is to prepare the organization and prepare it to act, but in advance, contemplating all the means and procedures it needs to meet its objectives and reduce negative effects or possible problems.	(Parrales, Aguirre, Ledesma, & Garófalo, 2022)
Administrative management as a fundamental element within the administration, and unifying and systemic aspect, have been the support and support of the business, economic, social, and technological development of the planet in the last centuries and especially the last decades. Administrative management is a process that includes four fundamental functions: planning, organization, direction and control.	(Pena, Sánchez, & Sancán, 2022)
Administrative management involves decision making as one of the key factors in business management. In business decisions, not only the internal and external circumstances of the organizational environment are considered, but also the market, suppliers, organizational culture, leadership, management style, business intelligence, among others.	(Soledispa, Pionce, & Sierra, 2022)
Administrative management acquires significance based on achieving an effective administration of the organization since it means being efficient, effective in the management of material and human resources to achieve many of the economic objectives proposed by the company. In relation to these statements, the sphere of administrative management focuses on collective efforts, to carry out activities within the organization and achieve an end through a series of ordered actions.	(Chávez, Casteló, & Villacís, 2020)
Administrative management is the set of activities carried out to run an organization through a rational management of tasks, efforts, and resources. Their ability to control and coordinate the actions and the different roles they perform within the company allows them to prevent problems and achieve objectives.	(Raffino, 2020)
administrative management It is the area responsible for coordinating the company's administrative resources. To carry out this task, it is necessary to organize the needs, processes, and resources available to each department of the company and manage them in the best way.	(Baustista & Delgado, 2020)
An adequate administrative management is formed in a constant synergy of actions required in search of the best use of resources that will always have the characteristic of being scarce, so that the right decisions cause a positive impact in organizations and, on the contrary, not be adequate and at the right time, their impact will be negative. The factors that define the level of management in companies can be classified as internal and external. Internal factors are those that depend concisely on the organization and on which the information can act; meanwhile external factors do not depend on previous research or information.	(Gavilanez, Espín, & Arévalo, 2018)
Administrative management has a systemic character, being the carrier of actions coherently oriented towards the achievement of objectives through compliance with the classics of management in the administrative process: planning, organizing, directing, and controlling. In this management, business innovation has a leading role since it is considered an improvement in the business model, however it is new to make organizational changes, productive or technological innovations in the proposal of a business to the market in order to be more efficient. and achieve a better position or create a totally new market where there are no competitors.	(Mendoza A., 2017)
Administrative management is considered one of the most significant and relevant activities in organizations. It is carried out with the purpose of organizing the effort of a social group, it is the way in which it tries to obtain goals and objectives outlined, using the personnel and tools through the exercise	(Matadamas, Morgan, & Díaz, 2016)

of fundamental tasks that imply the development of key processes such as plan, organize, direct and control.	
Administrative management implies the development of the administrative process, from the essential functions that it involves: planning and organizing the organizational structure, as well as defining positions that make up the company, as well as the direction and control of each activity.	(Villegas, Reyes, Pérez, & Maldonado, 2016)
Administrative management is an administrative support for different processes of the company, of all areas of the company, in order to obtain an effective result having greater competitive advantages that will be reflected in the financial statements.	(Bowen & and Cow, 2015)
Administrative management is the performance of actions, in order to obtain certain results, in the most efficient and economical way possible. It is always a question of choosing the actions based on the result that is expected to be obtained and the means available; that is, to ensure the optimal use of resources. Chiavenato (2002), clearly defines the organization as the administrative function with the assignment of tasks, the distribution of tasks to the teams or departments and the allocation of the necessary resources to the teams or departments. This author conceives the organization in a space in which not only the tangible has value, because in this new era there is an openness to creation, in such a way that when observing the evolution of administrative theory a change of focus is perceived, in a way, an improvement when addressing the organization, its operation and functionality.	(Chiavenato, Introduction to the general theory of administration, seventh edition, 2006)
Administrative management consists of carrying out actions together with all the bodies involved in carrying out the processes within an organization, and its activities are carried out through the phases of the administrative process.	(Anzola, 2002)

The conceptualization of the term administrative management, as seen in table 3, emphasizes that this is a fundamental tool in the organization that prepares it to effectively face various internal and external circumstances that may compromise the development of its daily activities, tending to improvement of productivity based on your objectives, your mission and business vision.

As a logical consequence of the, Table 4 shows the benefits or advantages of using administrative management in microenterprises to promote the strengthening of their productive economic activities.

**Table 4: Benefits of administrative management**

Benefit	Description	Author
Improvement of finances	You have to control expenses and reduce costs to have more confidence in the data, by organizing all areas of the business, it will be easier to manage cash flow. In order to have healthier finances, it is necessary for the company to centralize the information to avoid duplication and errors, as established in the administrative management.	Arriaga et al. (2018)
Increased productivity	When administrative management is used correctly, it allows all processes to be applied in a simpler and easier way. What optimizes the operation of all the activities of the company. Generating an increase in productivity, since all processes that negatively affect productivity can be modified and adapted. It is necessary to identify the teams and what their tasks are and, consequently, it will be possible to make improvements in the weak points, as well as focus on their strong points. Knowing the errors in the process and correcting them, management works more efficiently, much less time is invested using fewer resources in the process, which guarantees better results.	Well et al. (2018)
Optimization of control in companies	From any perspective, in such a way that it allows efficient and effective coordination of marketing and production activities.	Peña et al., (2022)
Objectives and goals	It is necessary for the management to establish goals, so that the company's objectives are clear to the employees, it is much easier to create more effective processes that guarantee the fulfillment of the objectives.	(Bowen & and Cow, 2015)
Focus on achieving goals	By focusing all tasks and activities on the achievement of objectives, all efforts are directed in the same direction. This is achieved by having correct planning, a set of well-defined strategies and a work team that operates in a coordinated manner. All this together means that the objectives are reached in the previously established times.	(Gavilanez, Espín, & Arévalo, 2018)
assertive decisions	Decisions must be made based on the results and internal data of the company to be more accurate, they must be based on analysis of past scenarios to be able to plan the future of the company.	(Gonzalez, Viteri, Left, & Green Shot, 2020)
Maximizing the use of resources	By having the objectives and tactics well determined and by having the work components ordered, all kinds of resources such as time, capital and material resources can be saved, likewise, the optimization of processes is aimed at helping society to redefine its methods. of business with the effort to reduce costs and improve efficiency, thus acquiring the possible benefit using the appropriate progress tools, the use of which is essential to acquire safe effects. An incomplete issue creates cost overruns and accidentally hurts profitability. They can be improved and maximize the	(Villegas, Reyes, Pérez, & Maldonado, 2016)

	use of resources. When the objectives, strategies and work teams are well defined, it is possible to save a good amount of money in resources.	
quality improvement	The employer has the option of knowing in a more global way the advances that his company has achieved in terms of quality.	(Zea, Rodríguez, & Quimís, 2022)
Increased worker participation	An increase in personal involvement can be caused when employees feel more involved in the company. When administrative management is used correctly, it can be applied in the different processes in a more efficient way, which ends up causing an increase in productivity.	(Matadamas, Morgan, & Díaz, 2016)
Increase in customers and suppliers	A more striking benefit is the increase in the participation of customers and suppliers, which ends up leading to an improvement in the routine and in the technical processes of the company.	(Ron & and Sacoto, 2017)
Strengthening of the organizational structure	When an organizational structure is established, it serves as a guide to determine the necessary human talent according to the jobs, assign the respective responsibilities and implement strategies to manage the productive processes within the microenterprise.	(Soledispa, Pionce, & Sierra, 2022)

*Use. own elaboration*

As detailed in Table 4, there are several benefits or advantages of using administrative management instruments in the microenterprise sector, especially when the productive commercial activity begins and the market is beginning to be known, introducing the new product or service., getting clients, establishing a new brand, generating competitiveness, and many activities derived from business processes, however, the advantage of the participatory activity of the human resource committed to the organization stands out, performing the different functions, all aimed at achieving the goals objectives set, improving productivity framed in the expected quality of the valuable final product-service.

According to the exposed results, based on the documentary review, the importance of administrative management implies a little more than benefits and advantages for local, new and developing micro-enterprises, thus, this valuable tool acquires connotation to the extent that it is applies to the various production processes, according to the needs; In this sense, these needs include quality, competitiveness, innovation, as some that require the attention of micro business leaders to face a demanding and changing market, in accordance with technological evolution.

In such an analysis, Peña et al., (2022) refers that Ecuador currently has a competitive environment, so it becomes necessary for companies of any kind to maintain a general and sustainable administration, making use of appropriate policies, taking advantage of progress and growth of strategic sectors. The quality of administrative management is essential in the processes of Ecuadorian companies that face constant challenges on a global scale, the use of advanced techniques and phases of the management process bring favorable productive results by obtaining the economic objectives proposed by the companies. When talking about business work, planning, organization, direction, and control are taken into account, to consider the different alternatives of actions and decisions in the labor field.

In the same idea, the specialist in business management, César Mendoza (2023) expresses how important leadership is in the administrative function of the microenterprise, thus, the capacity of a leader denotes the ability to make agreements when adverse situations arise for the company, an over-indebtedness, the rise in inputs and raw materials, access to new market niches, among others; from generating production and encouraging productivity with a high dose of competitiveness to the operation of the country's internal and external development plans, programs and projects, which tends to align towards agreements to achieve the contribution of cooperation agencies, which in due form, promote the productivity and development of the region.

The art of negotiating to reach agreements is a natural technique in born leaders, whether they know it or not, John T. Dunlop well said, in this regard, of reaching agreements "we are all negotiators who deal with staff, the community and business problems, we need our skills to solve conflicts and create agreements. Within the company, there are usually differences between middle managers, however, knowing how to reach agreements is substantial, where it is even difficult to avoid family situations that may be affecting work performance, which causes evasions, demotivation that lead to that the relations between the personnel are not bearable, but it is something in which you can contribute as a good leader that produces reliability among your team, producing the security of fulfilling the agreements and contracts; the opposite is non-compliance, therefore, a dangerous environment with the presence of corruption, but when relationships are not optimal, the work environment becomes a mess, putting the entire venture or business at risk (Mendoza C., 2019)..

If you know how to reach agreements, there are no barriers that cannot be broken down. Learning to negotiate through any method of negotiation is the involvement between the parties, between a boss and a problematic subordinate, avoiding major conflicts that lead to labor lawsuits that involve time and money for the company. "The art of reaching agreements is as relevant for the citizen who wants to preserve his friendships, property or income, as for the businessman who wants to preserve labor harmony within his business environment (Mendoza C., 2019).

This art of reaching agreements is such an important skill that every leader must have, called by negotiators as conflict resolution; necessary, then, for any environment in which a citizen moves, especially, if the relationships have antisocial characteristics. Reaching agreements is a powerful, incisive, and persuasive habit, it is not academic magic, considering that the agreement is a

precept to be fulfilled, which focuses on how to achieve purposes, at times until conscience is clear and not only for processes negotiation (Mendoza C., 2019).

If the businessman who presumes leadership, breaks his agreement or the word given inside or outside the company, contravenes the quality of noble spirits, so it is not fair to give him a second chance, because breaking the word implies not be considered with respect by his subordinates, by his suppliers, by customers; It would be very risky to trust such a person again, once this businessman's totally lacking in seriousness and out of place behavior has been detected; therefore, it is not necessary to allow someone to promise an agreement lightly, but rather, to insist that when the boss makes an agreement with the employees, he must comply with the agreement, guaranteeing the work environment (Mendoza C., 2019)..

Coinciding with what was founded by L.R. Hubbard (2014) in his Business Manual, in which he emphasizes that the achievement of one's goals, no matter how big or small the effort, depends on the goals, purposes and activities being aligned and organized. A goal is not something that one decides and then, in a miraculous way, is fulfilled, just because one has decided that it would happen. The achievement of a goal requires that certain actions be carried out in the real world, which cause some positive change and represent a step forward towards its achievement.

You may be working toward a goal but find that your actions are not producing any progress. This happens not only to an individual in his own life, but to an organization, state or country of any size, this can be the result of plans, actions and other factors that are not aligned to achieve the goal. An activity is made up of a set of topics, each of which must work in a coordinated manner to achieve the desired success of the intended goal (Hubbard, 2014).

Therefore, an administrative system of some kind, no matter how crude, is necessary to perpetuate any group or subdivision of a group, even a king, chief or administrator, who has no other support system and while one can handle disputes about land or water or pay, is an administrative system. The foreman of a team of people who just load trucks keeps an incredibly complex administrative system running. Companies and countries don't work just because they are there or because they are traditional, they are continually put there through one form of management or another. When an entire management system disappears, is lost, or is forgotten, a collapse occurs unless a new or substitute system is immediately put in its place (Hubbard, 2014).

Changing the head of a department can destroy a part of the whole, since the old, unknown, neglected or forgotten system can cease and a new, understood system is not put in its place, frequent transfers within a company can maintain the whole group small, messy and confused, as those transfers destroy what little administration there might be. Therefore, if administrative changes or errors or shortages can bring down any type of group, it is vital to know the basic theme of the organization (Hubbard, 2014).

A heavily indebted company has to plan, if only to dodge its creditors, and there has to be some administrative system in place to even do that. The terrible discouragement of a young leader who cannot face this problem is only due to his lack of expertise in administrative management, technical ignorance, finances, even lack of authority and unreal planning itself are none of them real barriers. between planning and reality. There is, however, much to learn about the techniques used for administration, one of which is planning, which also requires its techniques, to make the company's dreams come true, an initial step being to understand the basic terms that they are related to the issue of implementing a functional administrative management system (Hubbard, 2014).

One of the main contributions of this work adheres to the characteristic of leadership exercised by men and women who undertake and follow their dreams of being able to contribute to the work and development of the towns, without stopping to look back at what they are leaving behind., but on the contrary, guided by their intention to serve the community-society. This leadership means many good things for the community, especially when you have a good leader leading an entrepreneurial activity that benefits a group of people and their families in addition, an aspect so notable that the virtue of a leader is important. that faces and confronts adversities, that envisions and solves conflicts, that perceives and observes the path to follow as a group that pursues a common goal, be it a venture, business, micro-enterprise or company of another scale.

In accordance with the above, Arriaga et al., (2018) emphasize that one of the problems of microenterprises is that they hardly have strategic planning that guides them towards business goals and objectives, since they are based on the experience of their leader or owner for its administration and control, and decision-making according to the need, leaving aside important factors such as the innovation of services and products that lead to being competitive. These companies lose sight of the fact that they develop in a variable environment where there may be different markets, innumerable products, reforms to tax laws, the changing economy, the accelerated growth of companies, globalization in the face of technological development, etc., in such a way that So if planning is used as a way to prevent risks and anticipate changes, adaptation will be easier, allowing it to continue developing and functioning properly without being affected.

It is very important to comply with the 3 basic stages of: planning, control and decision-making, since good planning will be of no use if we do not establish adequate controls and if we do not make correct decisions. Microenterprises should be guided to use the necessary tools that, applied properly, help them survive the first years, have constant growth, achieve goals, generate more profits and become a stable and successful company. Therefore, planning is a fundamental element in the administrative

area of a company, since, among other aspects, it allows setting objectives, strategies, goals and policies (philosophy of the organization): broadening the focus of attention towards changes in the environment; develop actions with flexibility. Without neglecting control, since it is used to ensure that resources are obtained and used efficiently and effectively, based on the objectives planned by the organization.

Decision making is fundamental for the company, especially for micro-enterprises that do not have much experience in the market and that depending on this choice, their performance and even their lifetime will be affected. Therefore, it is essential that decisions are made with the support of all the useful information provided by the tools mentioned above, in order to obtain, in the end, satisfactory results for the organization.

If there is good planning, it is certain that the results obtained in the administrative control are favorable and maintain a good management of resources, which allow having reliable and truthful information that will be very useful when making important decisions, which guarantees that the company will function correctly, will be able to grow and develop successfully over time. In general, there is a high proportion of micro-businesses with low levels of production, investment and growth, as well as zero innovation as a key factor of competitiveness. According to the diagnosis, they are also not very dynamic and register high levels of informality. Added to this is the poor durability of companies and lack of ability to adapt to the competitive environment (Arriaga et al., 2018).

Likewise, for organizations such as the Universidad Latina de Costa Rica, administrative management in a company is key and serves as the basis for the execution and potentialization of tasks to meet the objectives set and contribute to its survival and growth". This is made possible through the application of various processes such as planning, organization, direction and control; In this regard, it is that for the business unit to achieve its purposes, both economic, material and human resources are required, in accordance with the administrative management that is exercised by that manager or administrator who has the knowledge, skills and abilities to use them in the more efficiently, contributing to the success of the company (Universidad Latina de Costa Rica, 2020).

Being necessary to take into account, that the administrative management carried out in an appropriate way in any company, not only becomes an instrument to solve traffic jams, bottlenecks and other problems that can affect production so that the microentrepreneur can manage towards the achievement of their goals and objectives, but also contributes to improving the quality of their management and productivity; to the optimization in the use of the resources available to it "all of which tends to achieve the best possible economic result in the production units" (Chávez et al., 2020).

## CONCLUSIONS

Administrative management acquires vital importance in the internal and external processes of a developing microenterprise, it is a valuable tool that requires the innate skills of a good leader to implement it and direct it towards the path of achieving the business vision, exercising the mission for which it was created and working according to the objectives established in a certain period.

Although the mechanisms implied by good administrative management require resources and inputs, it can be noted that fundamentally, the human factor is needed, mainly to be able to exercise it favorably in micro-enterprise development, in obtaining valuable results, in the introduction of the product or service in the market, in the work comfort of the human team, in the achievement of economic income and in other important factors for the growth of the microenterprise with vision, mission, policies, goals and objectives, which can contribute in a certain time to the social development of a region.

Administrative management, then, is an instrument that does not work in isolation, but requires complements such as planning exercised by leadership, being precisely the capacities of the people who exercise it, which will have an impact on a gradual growth of that organization called microenterprise, established to generate employment, profits and development in the community where it is located, from the inside out, to a growing socioeconomic environment.

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