

## Analysis of Management Competencies in the Textile Sector and the Relation with Organizational Performance in the State of Tlaxcala, México



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**ABSTRACT:** The textile sector in Mexico is crucial for the economy at the national level, it is in the tenth position among the most important manufacturing economic activities in our country, generating industrial growth because it has a link with other productive industries such as the automotive, aeronautical, furniture, among others in accordance with INEGI 2020. This branch is essential due to being a source of employment and economic growth, for this reason it is necessary to examine the aptitude with which managers refer to face the complex conditions in the environment, it is necessary to take into account research on SMEs that allow knowing the characteristics and development of these, through the measurement of management skills in order to have indicators that make it possible to make decisions to support the entrepreneurial culture of the country. Therefore, this research aims to characterize the relationship between managerial competencies as a strategic factor in organizational performance in small and medium-sized companies in the textile sector in the manufacture of wide fabrics and weft fabrics in the state of Tlaxcala to design improvement strategies. The indicators that were taken were leadership, communication, strategic action, development of people, administrative processes, and results orientation for management competencies and in the case of organizational performance, financial performance, business performance and organizational effectiveness were taken as indicators. This study is oriented to a sample of 12 SMEs located in the municipalities of; Santa, Apetatitlán, Contla, Tetla, Ixtacuixtla, San Marcos, Panotla, Zacatelco, Hueyotlipan y Panzacola. A questionnaire on managerial competencies was applied to human resources managers who had a similar rank, to find out how they perceive the managerial competencies of senior managers within the organization and the second questionnaire on organizational performance was applied to the managers of the sector under study. Where it is required that the subjects have information on the subject under study, being only owners, directors, or managers of the companies. The questionnaires have been validated by Psico Consult A.C., SERVIR in the case of management competencies, in the case of organizational performance by Vasconcelos (2017) and a pilot test. The results were able to determine that there is a moderate positive correlation, but the most critical variables must be considered: effective communication and people development, which shows that companies in the textile sector prevail orientation towards results and administrative processes.

**KEYWORDS:** Management skills, strategic factor, organizational performance, textile sector, SMEs

### I. INTRODUCTION

SMEs account for around 90 percent of the total business sector in the world, in Mexico it refers to 97 percent of the entire sector and congregates 75.4 percent of all employment, contributing 45 percent to total formal work and 33 percent of income (GDP) in the economy in rural areas, family businesses and small businesses are practically the only means of employment and income creation, they can be from small distributors of non-transferable services also suppliers of digital items, highly prestigious handicrafts or sophisticated devices with international trade position since its inception (Senado, 2017). Due to its function, it is singularly outstanding in developing nations since it plays an important economic impulse for the generation of sources of work. Information must be collected about SMEs that contribute to understanding the peculiarities of operation and growth of these, through the evaluation of managerial skills with the sole purpose of establishing indicators that promote decision-making for the promotion of a business culture of the nation. (ENAPROCE, 2018).

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SMEs are particularly important for national economies due to the flexibility to adapt to technological changes and great potential for job creation, they represent an excellent means to promote economic development and a better distribution of wealth (COEPES, 2015). The textile industry is one of the main economic sectors in the country of Mexico, occupying the tenth position, 85.7 percent of the national production was concentrated, the production is mostly destined for an intermediate demand, that is, to another production process with the 68.3 percent there was a 10 percent increase in direct and indirect jobs in private consumption, it is worth mentioning that exports increased with percent, Tlaxcala is in seventh position with 5.1% of production within the textile sector (canaintex, 2020). Regarding employment in the state, the textile sector is positioned in second place in quality of employability and produces greater employment possibilities than the automotive sector because it has fifteen thousand employees, it has a participation of 16 percent nationwide, only six companies have more than 250 employees, most of them are small and medium-sized companies within the area (Conacyt, 2014).

Historically, there have been serious competitiveness problems, as shown by various performance indicators placing the state in position 24 of the competitiveness index of the 32 federal states, the Gross Domestic Product (GDP) was 0.6%, ranking last Nacional level (IMCO, 2014). Given the situation, the textile industry in Mexico is fighting to get out of the lethargy that the COVID 19 pandemic caused in said industry. For the most part, the restoration has been very complicated and slow, since many of the companies were only working 30% of their space at the beginning of the year, refers to 10% of the work produced in the formal industrial sector, the crisis always drives innovation and pushes companies to leave their comfort zone, for this reason it is necessary to have various strategic sectors (NAFIN, 2021). Como menciona Leyva, López & Nuño (2014) it must be established in SMEs, human resources capable of possessing the adequate qualities for optimal functioning, achieving their competitiveness in the market to which they belong, which must possess knowledge, skills, attitudes, and interests according to their function, as an obligation. to investigate the appropriate analysis so that SMEs transform their management style, thus referring to an expert administrator capable of developing and changing information into knowledge to face current globalized scenarios and which will allow proceeding in them. The managerial skills of managers must place special emphasis on the growth of personal talent, human talent management and results orientation, which will allow the company to be seen strategically with the sole motive of achieving the objectives and being able to survive over time, they need managers capable of directing their talent and that of other people involved in a relevant way (Camacaro, 2016). In today's tough competitive environment, you can assume that organizations will increasingly compete for the most competent employees who continue to deepen their knowledge, contributing to the excellent performance of change managers must possess a strong managerial personality capable of coping with an organization physically and mentally demanding processes, it is necessary to develop their managerial competence (Tomastika, Strohmandlb, & Cechc, 2015). Managers must be personnel with experience, knowledge of the environment, the economy, human talent, innovation and finance for decision-making appropriate to the environment, regarding the evaluation of management skills will allow us to obtain information on small and medium-sized companies. companies how they operate and where they are headed (Hernández, 2016). In this research, the model of Psico Consult A. C. "competition wheel" designed and validated by Cardona y García-Lombardía and carried out in previous investigations in SMEs (Medina et al., 2012). As well as the model SERVIR (2016) designed and validated in Peru by public managers of the Peruvian civil service for the measurement of managerial competencies, in the case for the measurement of organizational performance designed and validated for (Vasconcelos, 2017). Organizational performance emphasizes the fulfillment of the goals of each company and the scope of the objectives it has, it is a unique contribution because it is a diagnostic evaluation of the textile sector, to provide information on the management competencies that operate in organizations and define the problems, thus increasing management capacity, today organizations are required to consider human resources as a competitive strategic factor, influencing the decrease in the rate of mortality and stability in economic performance. This research aims to characterize the existing relationship of management skills as a strategic factor in the organizational performance of leaders in SMEs that manufacture wide weft fabrics in the state of Tlaxcala to design improvement strategies.

### **LITERATURE REVIEW**

#### **Competence**

One hundred years ago people began to talk about "competences", when the countries of England and Germany sought to specify the requirements that those who wanted to obtain official certification to carry out specific trades had to make. (Tobar, 2010). The origin of "skills" in the business context was David McClelland the first to propose the concept, as a characteristic to distinguish medium-performance workers from high-performance ones in 1973 (Belzunce, Danvila, & Martínez, 2011). According to OECD (2017) It is the set of knowledge, abilities, skills that they manage to acquire, which allow the subjects to execute a task or function in an adequate and systematic way that they manage to achieve and expand through teaching.

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### **Management competencies.**

Gutiérrez (2011) Defines management competencies as the set of knowledge, skills, and attitudes that, applied or tested in positions in the workplace, both in their adaptation and as a set for the creation of self-employment income, as positive results that contribute to the achievement of the company or business goals. For Hellriegel et al., (2008) They are the set of cognitions, abilities, behaviors and behavior that an individual must have to be effective in a large number of positions and in different types of institutions.

### **Leadership**

It is the capacity and the ability to influence and inspire other people to achieve business or personal objectives, this facility is defined by the situation that is going through, it influences other people, but in a positive way, taking advantage of the capacities and guiding them to the achievement of the goals of any company, through its actions it exerts influence over a significant number of individuals, without diminishing its hierarchy (Bonifaz, 2012). For his part Alles (2004) detail is the essential ability to lead the action of groups of people in a defined course, instilling action values and anticipating development scenarios of that group.

### **Communication**

De acuerdo con Hellriegel, Jackson & Slocum (2008) It is related to the ability to transmit and exchange information effectively beyond what others can understand. For his part Castro (2005) mentions that communication alludes to the faculty of understanding, questioning, expressing concepts and ideas effectively, giving verbal recognition, capturing positive impressions, which consolidates the motivation of individuals and the work group.

### **Teamwork**

For his part Abad (2008) it supposes a comparative advantage, key for the incorporation of productive teams and strengthening of an organizational culture, incorporating a common vision that encourages to work with enthusiasm, developing common objectives within the company, efficiently directing internal and external conflicts with precision, promptly and respecting differences. According to Blanco (2007) It is the ability to start effective actions to improve the talent and talent of other individuals, it is to create a positive environment towards the instruction and constant growth of individuals, peers and subordinates.

### **Strategic action**

In accordance with Fernández (2006) defines it as essential actions to carry out a good agreement on the stated objectives, the actions respond to the questions of who, how, when and where the different plans will be carried out, the actions must be feasible for each organization.

### **Administrative process**

It refers to the development of management since within the companies a sequence of fundamental activities is structured for the achievement of the objectives: in the first instance, these are consolidated, later the essential means are demarcated, the activities are ordered and finally the execution of objectives (Blandez, 2014).

### **Orientation to results**

It is the power to administer the instituted procedures so that they do not hinder the obtaining of foreseeable results (Roman & Fernández, 2008). In addition, Van-der & Gómez (2013) mention that it is the ability to know how to manage efforts and avoid inconveniences until the planned purpose is achieved.

### **Human resource development**

According to Arroyo (2012) the effective use and to a greater degree of all means and within these essential for the growth of essential and irreplaceable skills in order to support the business by implementing a strategy to acquire key skills reaching present and future objectives.

### **Organizational performance**

It can be defined as the effective management that an organization can carry out by uniting the resources it has with the strategies designed in relation to the supply of its merchandise or services, in the same way it will allow it to achieve a competitive attitude in the industry and a positive financial situation. taking into account the incentive of their operations (Camisón & Cruz 2008). They ensure that organizational performance in terms of the business area is not defined in a single way,

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it changes depending on the situation, an example can be at the group or individual level in a company or a nation, etc. (Espinoza et. al., 2018).

### financial performance

It is an indicator that is used to measure the success of an institution in terms of its profitability (Padilla, Arévalo, & Bustamante, 2017).

### Business performance

It is a management control process, which involves a series of measurements and analyzes that enable management to achieve business goals and objectives (Consulting, 2021).

### Organizational effectiveness

Defined by the acceptance of the mission, values and the objectives that arise from the direction that contribute to the guide for the entire organization (Rubió, 2016).

### Model to measure managerial competencies and organizational performance

Quantifying the managerial competencies that are perceived from the managers or directors of the organizations is not an easy task, it is necessary to have an instrument that supports the organizations to discern the meaning of the management capacity and to establish if the tasks are aligned to the objectives. objectives. For this research, two instruments for data collection of managerial competencies of the Psico Consult A.C. model, designed and validated by Cardona and García-Lombardía, CREA, as well as the SERVIR model (2016) designed and validated in Peru, were designed for performance measurement. organization validated by vasconcelos (2016)

## III. METHODOLOGY

Two data collection instruments were designed through a management competencies questionnaire based on the Psico Consult A.C. model, designed and validated by Cardona and García-Lombardía, CREA as well as the SERVIR model (2016), it should be noted that it has been validated In Latin America, in the different SMEs of the region, they were developed on a Likert-type scale, under this perspective the following work is framed, an adaptation was made to the model, it consists of 7 dimensions and a total of 30 items. The model used is shown in table I.

**Table I. Management competencies adapted to the Psico Consult A.C. model**

<i>Variable</i>	<i>Item</i>
Leadership	1. Delegates tasks appropriately to his collaborators and/or subordinates within the organization.
	2. Solve complex situations in urgent deadlines with efficient and effective results.
	3. Ensures group goals are met.
	4. Generates an atmosphere of enthusiasm, commitment and creativity in the group.
	5. Propose alternative solutions in a timely manner.
	6. Communication with your customers is fluid, offering useful information.
Communication	7. Easily identify who has the information at all levels of the organization and outside of it.
	8. Listen objectively to your collaborators and/or work subordinates.
	9. Always encourage the exchange of information to improve communication channels.
teamwork	10. Commits the team to personal and organizational success.
	11. Commits the team to personal and organizational success.
	12. Integrates efforts among team members and cooperation with other areas or entities to achieve the objectives.
Strategic action	13. Knows the common objective of the team and coordinates with his colleagues the tasks and activities to be carried out.
	14. Understands the structure of the organization and how work is performed in reality.
	15. It is considered important to carry out decision-making activities consistent with the mission and strategies of the organization.
	16. There are strategic goals and management alternatives for the efficiency of their processes.
	17. The activities carried out within your organization are aligned with the strategic objectives.
	18. Prioritize your objectives, scheduling your activities appropriately and executing them on

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		schedule.
Administrative processes		19. Develop planning and control practices that ensure compliance with strategic objectives. 20. Prioritize the tasks you have to do according to their importance and urgency. 21. Uses effective time management methods such as keeping track of time, making a to-do list, and prioritizing tasks. 22. Reaffirm your priorities so less important things don't drive out more important ones. 23. Effectively executes the assigned tasks within your office and/or area.
Orientation results	to	24. Contribute to the achievement of management goals and objectives effectively. 25. Organizes activities oriented towards the fulfillment of the planned goals and objectives. 26. Proposes action plans that make it possible to achieve the objectives, complying with the established quality standards. 27. Identifies the means and strategies they must use to exceed their goals and objectives.
Development of human relations	of	28. Effectively manage internal conflicts. 29. He cares about the development of those who work in the organization. 30. Responds to customer requirements within established deadlines, discovers customer needs and expectations.

The questionnaire for the collection of organizational performance data is based on the proposed model of Vankatraman y Ramanujam (1986) It has been validated in various investigations in SMEs, demonstrating that it reaches adequate levels of validity and reliability Vasconcelos (2017). It consists of 3 dimensions and a total of 20 items, however an adaptation to the model was made as shown in table II.

**Table II. Desempeño organizacional adaptado al modelo Vankatraman y Ramanujam**

<i>Variable</i>	<i>Item</i>
Financial performance	1. It keeps the organization reasonable surplus of money to use during hard times.
	2. The SME's depends on a single source of funds.
	3. The organization has more income than expenses on a constant basis
	4. The SME's monitors its finances on a regular basis.
	5. There has been an increase in sales in the last three years.
	6. Current customer debts are settled within the established deadlines.
	7. There is efficient management of accounts receivable.
Business performance	8. They use evidence-based indicators of the success rate of new products/services in the market.
	9. The organization has adapted and changed its work over time according to the needs of the market.
	10. The company has established in the last three years important and significant changes in the design / container or packaging of the product.
	11. The company has a quick response towards the changing demands of the market.
	12. Are current customers satisfied with the services provided.
Organizational effectiveness	13. The organization regularly examines the environment in order to adapt its strategy accordingly.
	14. The SME's monitors its reputation.
	15. The organization achieves the proposed goals in the established time.
	16. The organization places a strong emphasis on developing new and innovative production processes.
	17. The company has a training, motivation and support plan for its employees.
	18. The organization is efficiently using its human, financial and physical resources.
	19. There is an efficient use of resources within the organization.
	20. In the last three years there has been an improvement in internal processes within the organization.

The validation of both instruments was carried out using the "expert validation" method, it is an informed opinion of people with experience in the subject, who are recognized by other qualified experts in the subject and who can provide information, evidence, judgment and assessments (Garrote & Rojas, 2015). In addition, the questionnaire was validated in terms of its format, wording of questions, variables and dimensions by experts in the research topic, these were sent by email to the selected experts, and they returned the observations by the same means.

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### Pilot Test

A pilot test of the questionnaires was applied to 5 companies corresponding to 41.6% of the SMEs in the sector under study, in order to obtain the necessary information for the established investigation, of the 5 questionnaires were applied in Contla de Juan Cuamatzi, Santa Ana. Chiautempan, Ixtacuixtla, San Marcos and San Pablo del Monte, which consisted of collecting data and knowing if the questions were understood by the participants.

### Intrument reliability

After the application of the instruments, the reliability was analyzed with the "Cronbach's alpha" coefficient to determine the consistency or stability of a measure, a value between 0.70 and 0.90, indicates a good internal consistency for a one-dimensional scale (González & Pazmiño, 2015). Tables III and IV present the results obtained with the help of the statistical software spss version 25.

**Table III. Cronbach's alpha for the organizational performance questionnaire**

Cronbach's alpha	Cronbach's alpha based on standardized items	No. of elements
<b>0.879</b>	<b>0.891</b>	<b>20</b>

As you mention Bojórquez et. al, (2013) a value higher than 0.7 reveals a strong relationship between the questions, a lower value reveals a weak relationship between them. The result of the test corresponds to 0.879, the result for the organizational performance questionnaire can be interpreted as very reliable.

**Table IV. Cronbach's alpha for the managerial competencies questionnaire**

Cronbach's alpha	Cronbach's alpha based on standardized items	No. of elements
<b>0.909</b>	<b>0.921</b>	<b>30</b>

The total reliability of the managerial competencies instrument, estimated by Cronbach's Alpha, is 0.909, as indicated by Frias (2020) the alpha value ranges from 0 to 1, the more the alpha value is found at 1, the greater the internal consistency of the items analyzed. Taking the above as a reference, it can be considered that the results for both instruments are very acceptable.

## V RESULTS

The management skills data collection instrument was administered to managers and/or human resources personnel who had a similar rank, to find out how they perceive the management skills of senior managers within the organization and the second questionnaire on organizational performance was applied to the managers of the sector under study, where it is required that the subjects have information on the subject under study, being only owners, directors or managers of the companies, achieving the participation of 12 companies in the textile sector, manufacture of wide fabrics and fabric plot. Which are defined as economic units dedicated mainly to whites, bombasí, twine and brocade (Conacyt, 2015). As shown in table V.

**Table V. SMEs in the textile sector**

Núm.	Name of the Economic Unit	Municipality	Small	Median
1	Hilados y tejidos La paz, S de R.L de C.V.	Santa Ana Chiautempan	✓	
2	La Luz S.A de C.V.	Santa Ana Chiautempan		✓
3	Lanera Textil S.A de C.V.	Santa Ana Chiautempan	✓	
4	Bekaert Textiles México, S de R.L de C.V./ Politel.	Ixtacuixtla		✓
5	Textiles Carfer S.A de C.V.	Apetatitlán de Antonio Carvajal	✓	
6	Bustextil S.A de C.V	San Marcos Contla		✓
7	Grupo Textil Netzahualcóyotl S.A de C.V.	Contla de Juan Cuamatzi	✓	
8	Comercializadora Innóvatelas México S.A de C.V	San Pablo del Monte	✓	
9	Senvatex S.A de C. V	Papalotla	✓	
10	Textiles La concordia S.A de C.V.	Zacatelco	✓	
11	Textiles Santa Susana S.A de C.V.	Hueyotlipan		✓

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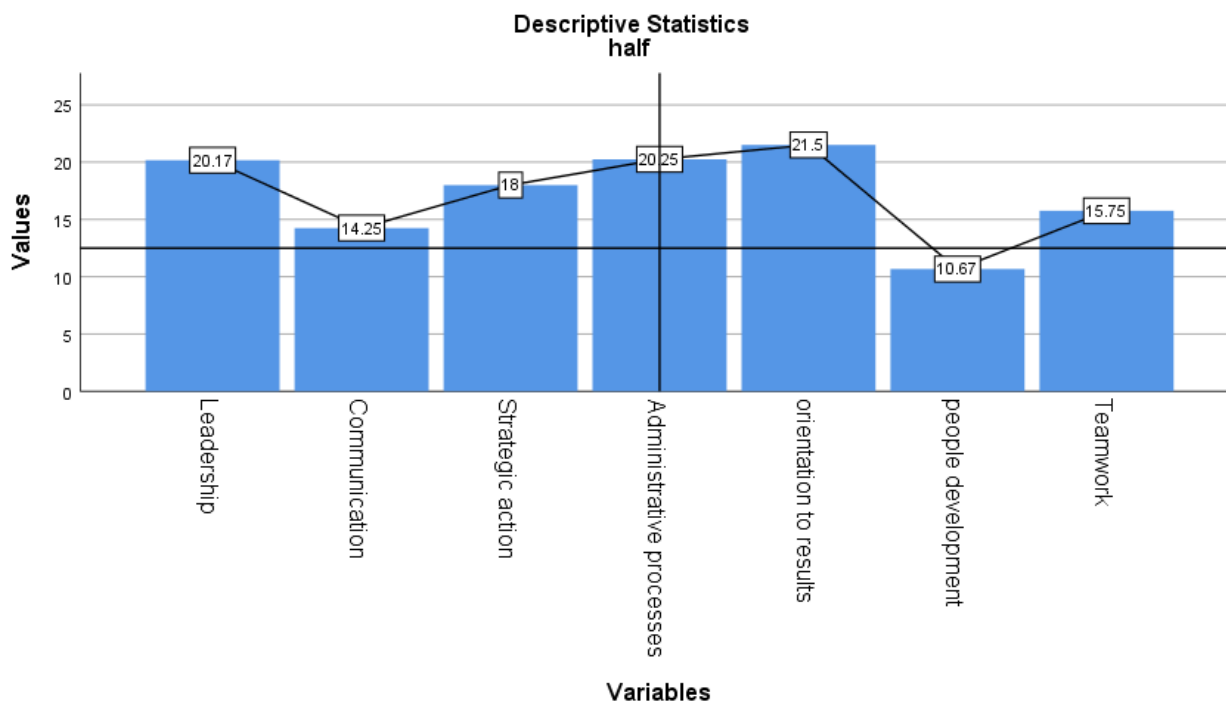
12	Raven Group	Tetla de la solidaridad		✓
<b>TOTAL</b>		<b>12</b>	7	5

Due to the small number of economic units that make up the manufacturing population of wide weft fabrics of the industrial directory of the state of Tlaxcala (SEDECO, 2019), It was considered that the sample will be similar to the population, for which reason the sample will be of the census type, which is a count of individuals that make up a statistical population, allowing analysis of the data of 100% of the population.

Of which 41.7% are women, while 58.3% are men, 41.7% of them represent the age of 31 to 40 years, most of the administrative staff are with an age range of 41 years or more. The majority stated that they had completed university studies with a degree level of 41.7% and only 8.3% had some postgraduate degree. The results of this application are described below, comparing the means between the indicators of the variables in Table VI and VII.

**Table VI. Statistical perceptions of management competencies**

Management competencies	Half	Dev. Deviation	N
Results orientation	21.5000	1.27920	12
Administrative process	20.2500	3.13702	12
Leadership	20.1667	2.89592	12
Strategic action	18.0000	2.73446	12
Teamwork	15.7500	2.28963	12
Communication	14.2500	2.11058	12
People Development	10.6667	1.66969	12



**Fig. 1 Descriptive statistics of management competencies**

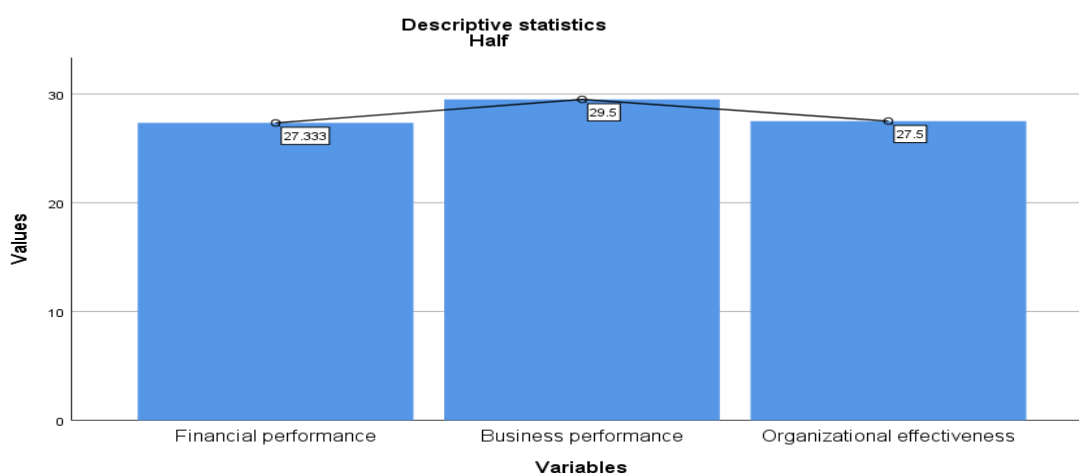
Once the analysis of the information of each of the variables of managerial competencies of the 12 SMEs in the state of Tlaxcala has been carried out, the following results are obtained, the values of the average are determined from a data set that is the total sum of all the data divided by exactly the same amount of data that was added before (Moreno, Orozco, & Mar 2020). The

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communication dimension is shown with an average of 14.25 and people development with 10.66 respectively, whose values are the lowest, this is due to the fact that many of the SMEs are unaware of where the failures occur, or who has the necessary information within and outside of it, there is no culture of objectively paying attention to its collaborators, not encouraging the exchange of information to improve communication channels implies creating erroneous information, causing conflicts to break out, good communication is one of the mainstays main motivation.

**Table VII. Statistical perceptions of organizational performance**

Organizational performance	Half	Desv. Deviation	N
Business performance	29.5000	1.62369	12
Organizational Effectiveness	27.5000	2.02260	12
Financial performance	27.3333	3.33939	12



**Fig. 2 Descriptive statistics of organizational performance**

It is observed in terms of the dimensions of the organizational performance variable, the one with the lowest score is financial performance with 27.33 in which there are no external investments and adequate internal control in organizations in the textile sector, this leads to not maintaining reasonable surpluses of money to use in difficult times, much less efficient management of accounts receivable.

### Normality test for all variables evaluated

For the goodness-of-fit (normality) test, the Shapiro-Wilk normality test was used according to Flores & Flores (2021) It is used to test normality when the sample size is less than 50 observations, since the sample size is < 50 (12 companies), this test will be used to find out if the data has a normal distribution or not. This identification is key to the application of the ideal statistical procedure for data analysis and hypothesis testing, once the normality of the data has been verified.

#### Normality hypothesis:

$H_0$ : The variable do not have a normal distribution.

$H_1$ : The variable have a normal distribution

decision criteria: If  $p < 0.05$  we reject the  $H_0$  and we accept the  $H_1$

If  $p < 0.05$  we reject the  $H_1$  and we accept the  $H_0$

Confidence level: 95%



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Table VII. Normality test Shapiro-Wilk

	Estadístico	gl	Sig.
Leadership	0.941	12	0.506
Communication	0.827	12	0.030
Strategic action	0.919	12	0.276
Administrative process	0.925	12	0.326
Results orientation	0.908	12	0.200
People development	0.917	12	0.264
Teamwork	0.916	12	0.252
Financial performance	0.815	12	0.049
Business performance	0.937	12	0.455
Organizational effectiveness	0.920	12	0.288

The result of the normality test (Shapiro-Wilk) of the managerial competencies variable with their respective dimensions and organizational performance is observed, announcing that the level of significance of the test has two values (0.030 y 0.049) less than 5% of standard significance ( $p < 0.05$ ), in the dimensions of managerial competencies: communication and financial performance, demonstrating that they are not distributed normally, therefore it is accepted, which indicates that the variables do not have a normal distribution, therefore, it is determined to use non-parametric tests to analyze the chance relationship between the variables.

### General hypothesis test

In relation to the correlation of the variables, the Spearman rho correlation test was carried out, in order to establish the degree of relationship that exists between the variables.

Table VIII. Value range

Estimated values	Appreciation
0.91 a – 1.00	Perfect negative correlation
-0.76 a -0.90	Very strong negative correlation
-0.51 a -0.75	considerable negative correlation
-0.11 a -0.50	Mean negative correlation
-0.01 a -0.10	Weak negative correlation
0	There is no correlation
+0.01 a +0.10	Weak positive correlation
+0.11 a +0.50	Mean positive correlation
+0.51 a +0.75	Considerable positive correlation
+0.76 a +0.90	Very strong positive correlation
+0.91 a +1.00	Perfect positive correlation

In this section, the hypothesis test is carried out between the variables management skills and organizational performance with Spearman's rho test as a "non-parametric alternative", which should be used when the sample size is less than 30 (Ortiz & Ortiz, 2021) Table IX.

### General hypothesis

$H_0$ : Management competencies are not significantly related to the organizational performance of SMEs manufacturing wide weft fabrics in the state of Tlaxcala.

$H_1$ : Management competencies are significantly related to the organizational performance of SMEs manufacturing wide weft fabrics in the state of Tlaxcala.

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Table IX. Correlation table

			Management competencies	Organizational performance
Rho de Spearman	Management competencies	Correlation coefficient	1.000	0.758
		Sig. (bilateral)		0.007
		N	12	12
	Organizational performance	Correlation coefficient	0.758	1.000
		Sig. (bilateral)	0.007	
		N	12	12

It is observed that the correlation coefficient obtained from Rho Spearman is equivalent to 0.758, which means that there is a moderate positive correlation, with a high significance of 0.00 ( $p < 0.05$ ), which is why the alternative hypothesis is accepted and the null hypothesis is rejected. , confirming that there is a correlation between management skills and the organizational performance of manufacturing wide weft fabrics in the state of Tlaxcala.

### VI IMPROVEMENT PROPOSAL

After an investigation in this study, two variables were found; communication and development of people with the lowest gaps in management skills in the textile sector. In fact, in a study carried out in Coahuila, it was recorded that the development of people can be related to the structure of each organization (Elizondo et al., 2018). It is necessary to reduce the negative weights, areas of improvement must be detected, thus reducing negative values, as shown in table X, some proposals for improvement for the textile sector in the state of Tlaxcala.

Table X. Proposal

Variable	Item	indicator	Objetives	Improvement
Communication	1.-Is communication with your customers fluid, offering useful information? 2.-Do you easily identify who has the information at all levels of the organization and outside of it? 3.-Do you listen objectively to your collaborators and/or work subordinates? 4.-Do you always encourage the exchange of information to improve communication channels?	33.3% mentioned that communication is deficient and 25% commented that it is regular	1.Reduce the deficient percentage of communication through improving communication channels from managers to subordinates	1.1 have monthly meetings reporting the activities that will be carried out and who will be involved so that there is no misinformation. 2.1 Bimonthly socialize the elements of strategic management that will contribute to the objectives and activities.
People development	1.- Do you effectively manage internal conflicts? 2.- Are you concerned about the development of those who work in the organization? 3.- Does it respond to the client's requirements within the established deadlines, does it discover the needs and	58.3% have a poor level and 25% mentioned a regular level	2. Improve personnel development capabilities within the organization.	2.1 Implementation of training and training process where employees can develop their skills efficiently in their job within the organization. 2.2 Analyze human

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expectations of the clients?

resources if they meet the quantity and quality to fulfill their functions as present and future.

2.3 The performance of collaborators must be evaluated monthly in order to improve their weaknesses.

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With the present study, it has been pointed out to diagnose the relevance of management competencies from the textile sector that has been very little studied and has great relevance, since the human resource has a relevant intervention in obtaining the objectives within the company, having to analyzing more the organizations of the region this will help to respond more quickly to the organizational problems that occur, the strategies presented must be analyzed by the SMEs under study, which will decide if they adopt them within their company.

### VII CONCLUSION

It is concluded according to the data analyzed that there is a correlation between managerial competencies and moderate positive organizational performance of SMEs in the textile sector, manufacture of wide weft fabrics in the state of Tlaxcala, resulting in a correlation coefficient of 0.758, the variables less critical is strategic action, on the other hand, the most critical variables in the 12 SMEs analyzed are communication and people development, it was possible to identify that these competences are not given the importance that is due, as keys in the internal process, they were subjected to a statistical analysis as is done with the dimensions of strategic action, teamwork and administrative processes, making the processes efficient in SMEs in the textile sector in the state of Tlaxcala. The proposals for improvement include training processes, having the right personnel for each job, having qualified personnel to fulfill their duties. At the end of this investigation, it is recommended that human resources managers exhaustively analyze the positions of trust or senior managers that are designated, giving relevance to the knowledge, skills and techniques necessary for their optimal performance as managers of the textile sector in the state of Tlaxcala. , it is necessary that the minimum requirements for each position are met, having professionals or specialists that are related to the management position that will be developed, with the sole purpose that they perform their function in a positive manner. Promote and contribute to the completion of courses and workshops to improve weak management skills found within the study, since it will have a significant impact on the achievement of the objectives of each organization.

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