

# Intrinsic factors of competitiveness and sustainable business development, small and medium-sized enterprises in Guadalajara, Metropolitan area, Jalisco

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**Abstract:** This research presents the current state of sustainable business development practices of small and medium-sized enterprises in the Guadalajara Metropolitan Area (GMA), located in the State of Jalisco, Mexico. This work is based on the international project called: *International survey on corporate social responsibility and sustainable development in SMEs*, promoted by LABEX in Montpellier, France. More than 400 surveys from a common questionnaire were distributed to entrepreneurs from the municipalities located in the conurbation of GMA. The initial findings, based on descriptive statistical analysis, show that 50% of the SMEs don't implement sustainability practices in Guadalajara, Jalisco, Mexico. Entrepreneurial orientation practices stand out in the economic sphere, in the external social sphere, the activities related to the community in which they are located, in the internal social sphere, the activities that involve their employees in decision making, and in the environment field with the use of alternative energies. In the end, the main causes of these practices' absence and some tips to achieve them are presented in this paper.

**Key words:** entrepreneurship, entrepreneurs, sustainable development, small and medium enterprises

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## 1. Introduction

In the last decade, sustainable development has been a recurring topic in all fields. Public administration has created a lot of proposals and has incorporated sustainable development into its agenda, with the goal of making it one of the main objectives of all countries in the United Nations.

Beyond being a topical subject, to which more than thousands of millions of dollars have been allocated all over the world, it is an urgent issue to address. The world's population keeps growing, nowadays there are almost seven billion five hundred million people, by the year 2050, it is estimated by the United Nations that there will be around 9,700 billion people (UN, 2013), which makes it even more urgent to figure out how to adapt to prepare for our future. If sustainable development has been defined as '*development* that meets the needs of

the present without compromising the ability of future generations to meet their own needs' (Brundtland, 2006), it is fundamental to develop action plans that take into account satisfying present-day needs, without exhausting resources for our future needs. Rather we should look for alternative solutions that will not put our future at risk.

Business management is not detached, more than an issue, from the global impact. That is also why it has been developing policies and actions for some years in order to align with the millennium goals and thus take responsibility for action. Then, at the basis of these actions, sustainable business development begins to take shape, something essential within the business management.

Thereby governments, at all levels, educational institutions, society and enterprises must work cohesively to reach sustainability as a whole, that means working as a team towards the process that will allow endless human existence on Earth, through a healthy, safe, productive life, in harmony with nature and its universal values (Du Plessis, 2011).

The study of sustainable business development practices have been strongly developed in all directions and with emphasis in the last decade, through business social responsibility practices and other indicators (Lopez, 2009), but these practices mainly fall on big enterprises. Although, fortunately, there is already more available literature on the working methods applied to the small and medium-sized enterprises (SMEs) (Maheswari, Nandagopal and Kavitha, 2018, p. 9).

The impact of the SMEs in Mexico and in the whole world is really important, since they represent 99.5% of all active enterprises in the country, according to the national statistical office, Geography and Informatics (INEGI, 2016). There are very similar results across the world (European Union, 2004). Unfortunately, it has not been given the due importance, especially regarding its sustainability impact, as the main studies fall again on the larger enterprises (Maheswari, et al., 2018, p. 8). Thinking solely about the environmental field disregards the social and economic sphere, which also play a part in the sustainable development and in this case, in business.

Thus, this work's aim is to describe and understand, based on a reference database construction directly obtained from the businessman, the social, economic and environmental behaviours and attitudes of sustainable global performance in the small and medium-sized enterprises in the Guadalajara metropolitan area, as a reference and current representation of the State of Jalisco.

This article is divided in five parts. In the first one, the literature regarding the phenomena of sustainable development and the variables determining it will be reviewed. The second part explains the methodology broached in this study. In the third part, the obtained results and their discussion will be presented. Subsequently, we will proceed to provide some conclusions and recommendations, and finally, the biography and annexes that base the document will be shown.

## **2. Literature's review**

### **2.1. The sustainable development**

Sustainable development is a broad concept. In the beginning, only the environmental aspect was contemplated, mainly due to the start of awareness raised concerning the damage that

human beings were causing to the environment. But over the years, and through numerous analysis and consultations at international levels, this concept has been broadened. Presently, it covers three pillars: the social, the economic and the environmental pillar, whose dependence is primary and where it must be contemplated as a fair sustainable development, ecologically stable and economically efficient, as one is not possible without the other (Lopez, 2009).

The most accepted definition is the one quoted above, which was written for the first time in 1978, in a report titled *Our common future*, known as Brundtland, created by the World Commission on Environment and Development, in which the concept of sustainable development is first formalized (Brundtland, 2006).

From faculty of both universities the study and topic has been tackled in a wide and complex way, a fundamental part of its daily activities.

In order to understand each field and how they can be dimensioned, Figure 1 is displayed below, the model of systemic sustainable development of UNIVA (UNIVA, 2015), where we can observe the three intersections that each dimension has, and towards where it is orientated.

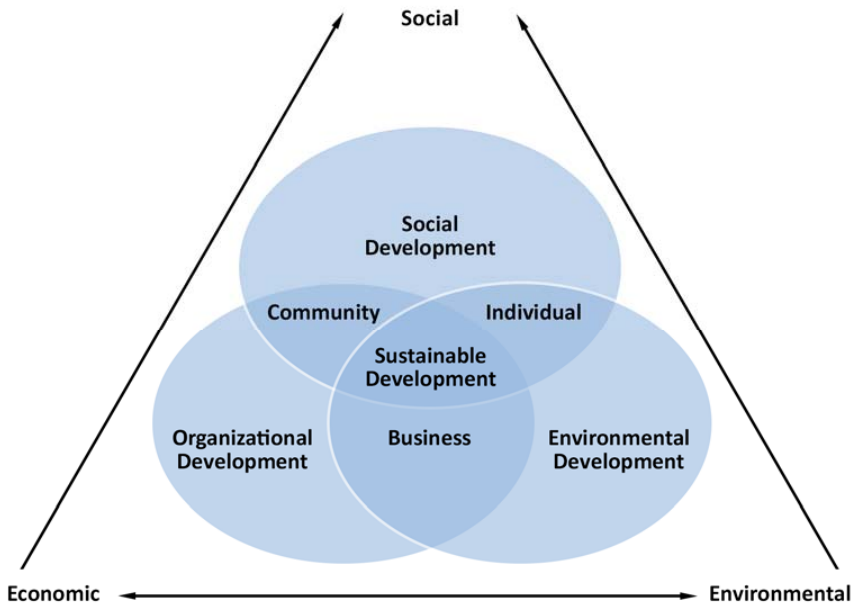


Figure 1. Model of Systematic Sustainable Development UNIVA

Source: UNIVA. Comprehensive Development Plan 2016–2020 (2015).

For its organizational development, environmental development and social development will be used as reference points. The intersection of environmental and social development is assigned to the individual, the intersection of social and organizational development is assigned to the community, and the intersection of organizational and environmental development is assigned to the business aspect, which is our subject of study. Thereby we make way for the concept of sustainable business development.

## 2.2. Sustainable business development

Sustainable business development is defined as ‘the search for a development which is viable, habitable and equitable in the long run, taking into account the company’s profitability, its social development, as well as natural resource protection and natural resource management’ (Spence, Boubaker and Ondoua, 2011, p. 18).

The business sustainability in tour plays a key role in global strategy, based on the economic prosperity, ecological balance and common welfare. It points out that a sustainable organization must include an ecological vision, the acquisition of common sense regarding the production of goods and services, promoting environmental care, environmental risk control, good relationships between organizations, integration of working groups and sustainable permanent orientation and mentoring, with a direct or indirect benefit (Velázquez Álvarez and Vargas-Hernández, 2012; Husted, 2005).

The variables to consider regarding the sustainable business development practices in this research are displayed in Figure 2. Environmental development is measured through environmental practices, for example recycling, reusing, energy saving, means of transport, product development and sustainable processes. Concerning the economic field, entrepreneurial orientation, innovation, competitiveness, pro-activeness and risk taking were considered. The social field has been divided into internal and external stakeholders. With internal stakeholders, the variables considered were balanced in work practices (human resources, health and work safety, among others), involvement in decision-making and diversity policies in the organization. With the external aspect, the variables supporting community were considered, as well as job creation, external associations and support to local provision.

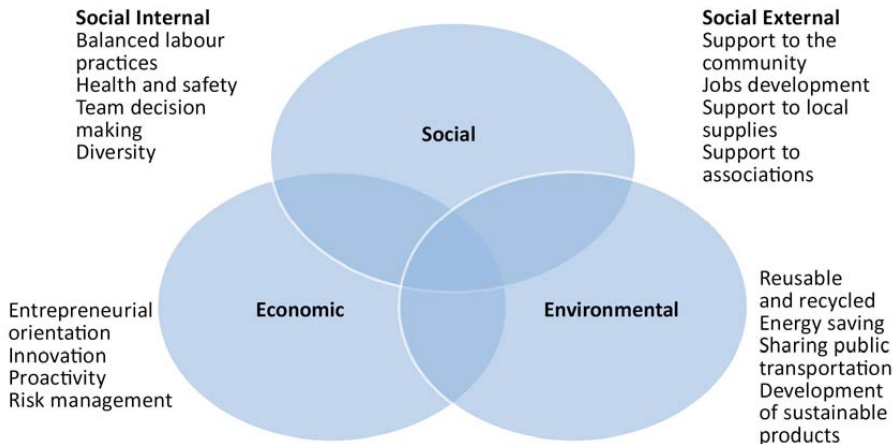


Figure 2. Sustainable business development variables

Source: Authors' own elaboration.

Here below we will define conceptually the variables that have been considered in this research.

### **2.3. Entrepreneurial Orientation**

Entrepreneurial Orientation (EO) is based on the strategic orientation of the enterprise and the processes created to take action (Lumpkin and Dess, 2001). These processes take the form of a business management style, with three main characteristics such as innovation, proactiveness and risk taking (Covin and Slevin, 1988).

For their part, Fauzul, Hirobumi and Tanaka (2010) define entrepreneurial orientation as the ability of the enterprise to conduct innovation activities, take risks and be pioneers in their actions. It is a decision-making process (Patel and D'Souza, 2009) that affects the company's will to innovate, to develop a structure for proactivity, to have a greater initiative, to be more aggressive than its competitors and to take risks (Ellis, 2011). This will depend on the degree of implementation to promote the change and the innovation, to take risks and compete fiercely (Wiklund, Shepherd, 2003).

### **2.4. The innovation**

The most accepted definition of innovation is the one provided by the Organisation for Economic Co-operation and Development, which defines it as 'the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations' (OECD, 2012).

At the same time, the innovation makes reference to the enterprise's ability to support new ideas and experimentation, in order to introduce new products and the use of creative processes (Miller, 1983; Chandra, 2007).

Consequently, according to Kirzner (1973), Shane and Venkataraman (2000), and Eckhardt and Shane (2003), the key element to identify an entrepreneurial innovation is its involvement in the search of new relationships between a company's resources and the existent products.

### **2.5. Competitiveness**

The concept of competitiveness is linked to the concept of innovation. It is defined as the ability to do profitable business, maintain that profitability, predict change and act on these predictions effectively (Esterhuizen, van Rooyen and D'Haese, 2008).

Proactivity and risk-taking arise from these elements, proactivity being the search of the pioneers' benefit, through the anticipation of wishes and future needs in the market and capitalization on emerging business opportunities (Covin and Slevin, 1988; Lumpkin and Dess, 1996). Additionally, it involves the enterprise's ability to compromise resources, depending on future demands, including new products and services before the competition exists (Covin and Slevin, 1988; Rauch et al., 2009; García-Morales, Ruiz-Moreno and Llorens-Montes, 2007).

Risk-taking is defined by Stoner, Freeman and Gilbert (1999) as something that implies a decision, through the process of identifying and selecting a course of action to sort out a specific problem.

## 2.6. Stakeholders

According to Freeman, the stakeholders are: ‘any group or any individual that might affect or be affected by the achievements of the organization’s goals.’

Hill and Jones (2009, p. 133), in turn, reinforce this concept and define the stakeholders as ‘groups of constituents who have a legitimate claim in the firm’, while Carroll (1991) emphasizes the legitimacy’s virtue: groups and individuals can be considered as stakeholders whose legitimacy might include the power. These can be classified in different ways. According to their dynamic, as internal and external (Navarro, 2012).

Internal stakeholders are those who include partners, shareholders, investors and employees hired in all forms. External stakeholders are the clients, financial institutions, competitors, providers and subcontractors, public administration, local communities, countries and societies, opinion makers, political groups, churches, labour unions and universities. Additionally, stakeholders have an impact on the same organization, as Rojas, M’Zali, Turcotte, and Kooli (2006) mention. They can be presented as legal groups, moral groups, individual or collective groups. They can either interact through a primary representation, those whose participation is essential to make the enterprise survive, or through a secondary representation, those that exert a reciprocal influence but are not essential for the organization’s survival.

## 2.7. Environmental practices

Environmental practices are the actions or initiatives that have an impact on the improvement of quality of life of inhabitants and the environment in a sustainable way and can be used as tangible examples so that other countries or regions can adapt them to their own situation (Cervera and Hernández, 2001) by carrying out an environmental accounting process (López, 2009), through the development of environmental reports by using indicators linked to the risks, environmental impacts and the policies developed by the company (Qureshi, Pariva, Badola and Hussain, 2012).

## 3. The Guadalajara Metropolitan Area

The Guadalajara Metropolitan Area has 7 municipalities located in its conurbation: Guadalajara, Zapopan, San Pedro, Tlaquepaque, Tlajomulco de Zuñiga, Ixtlahuacán de los Membrillos, El Salto and Tonalá. The Guadalajara Metropolitan Area is the most populated area in Western Mexico and its surface’s expansion is 2,734 square kilometres. It has a population of 4,8 million inhabitants and a population density of 1,622 inhabitants per square kilometre (INEGI, 2015).

The entrepreneurial activity is very widespread, where the goods turn stands out with 48%, services with 42% and manufacturers with 9%. Table 1 displays the enterprises located in each municipality that belong to the Guadalajara Metropolitan Area and the jobs they have created.

Table 1. Economic Units in the Guadalajara Metropolitan Area

Municipality	Economic Units	Staff Employed
El Salto	5,624	45,217
Guadalajara	90,533	538,517
Ixtlahuacán de los Membrillos	921	5,373
Tlaquepaque	19,519	105,967
Tlajomulco de Zúñiga	11,059	77,661
Tonalá	16,214	46,240
Zapopan	42,683	322,299
Total GMA	186,553	1,141,254
Total Jalisco	313,013	1,561,965

S o u r c e: Authors' own elaboration based on INEGI, 2015.

The municipality of Guadalajara has the highest concentration of enterprises, with 47.8% of enterprises and 46.7% of staff employed. In general, the Guadalajara Metropolitan Area owns 60.6% of all the enterprises located in the State of Jalisco and 73.7% of job creation.

It should be noted that 99.5% percent of the 186 thousand enterprises located in the Guadalajara Metropolitan Area are considered as small and medium-sized enterprises (SMEs) according to their size and economic activity.

Therefore, we formulate the following hypothesis: Based on sustainable development practices, SMEs in the GMA are intrinsic factors to achieve entrepreneurial sustainability.

#### 4. Methodology

For the analysis of information, 408 surveys were distributed to the owner or the person in charge of the SMEs for the entire Guadalajara Metropolitan Area. The goods turn, the industrial turn and services were included in the same proportion, with a benchmark of 40%, 30% and 30% respectively.

The instrument that has been used comes from an international instrument that has been developed by the LABEX<sup>®</sup> (Courrent, Labelle and Spence, 2013), whose intention is to conserve the same theoretical basis and then standardize the variables across the world, by applying the same criteria and parameters as well as by homogenizing the results.

42 key questions, which cover the three pillars of the sustainable development, have been selected for this research in order to fathom objectively the sustainable practices in the small and medium-sized enterprises in the study region. The original survey was translated into Spanish, retaining the same structure and content. It was applied during the months of April and September of 2016.

The selected questions include 13 questions regarding the environmental field, 20 questions regarding the social field (12 questions regarding the internal social field, and 8 ques-

tions regarding the external social field) and 9 questions regarding the economic field (see Annex 1).

The presentation of results is developed through the application of descriptive statistics, displaying the answers given through the use of the relative frequency found in the assessment of these practices. The responses obtained from the three fields were presented through Likert-type oriented responses (Hernández, Fernández and Baptista, 2010). It has been considered that the responses with ‘frequently’ (value of 4) or ‘systematically’ (value of 5) are considered as sustainable practices. The answer N/A (it does not apply value of 6) has been ruled out to avoid bias in the answers.

The data were collected through a face-to-face survey of a representative sample of SMEs located in GMA, stratified by size, industry sector and municipality. With 95% reliability and obtaining a sampling error of 4.8%, and a Cronbach’s Alpha of 0.805 (Anderson, Sweeney, Williams, 2012; Santesmases, 2009).

As the data were self-reported by single informants from each firm, common method bias may have increased the relationships between the variable indicators (Podsakoff, MacKenzie, Lee and Podsakoff, 2003). To test whether this was a problem, we have made a Harman’s one-factor test (Podsakoff and Organ, 1986), it was performed through an exploratory principal components factor analysis of the 42 key questions. The results showed that 8 distinct factors with eigenvalues 1 accounted for 63.9% of the total variance and that the largest factor did not account for a majority (only 29.5%).

### 5. Results and discussion

In the following section we present the results obtained from the questionnaires applied. We will start by analyzing the questions regarding the environmental field, then the questions regarding the social field, both internal and external, and finally, the questions regarding the academic field.

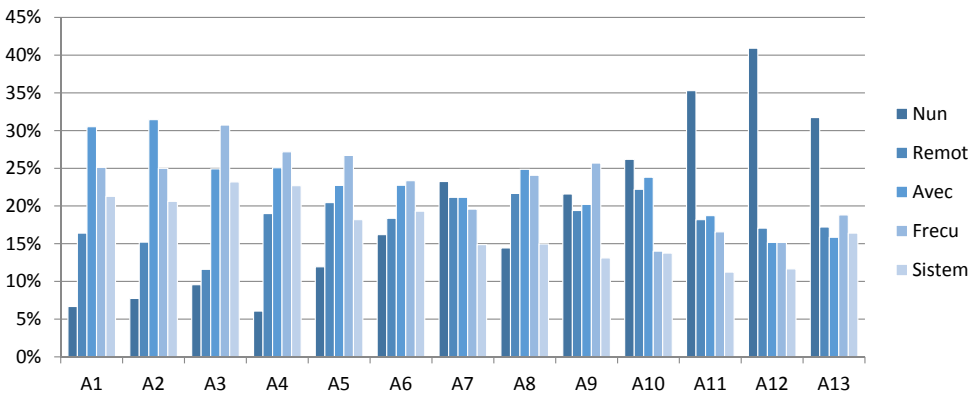


Figure 3. Response rate in the environmental field

Source: Authors’ own elaboration.



In Figure 3 we observe that, just in two activities (A3 and A4), the responses obtained (frequently and systematically) are above 50%, that is to say, more than a half of the sample carry out these water care and water conservation practices, implementing the practices that improve the quality of life of their staff (Cervera, 2001). On the contrary, we found 3 responses below 30% (A10, A11, A12), meaning that they do not share it often with their stakeholders, neither internal nor external, and the impact of the practices that they have (Freeman, 2010; Navarro, 2012; Rojas, 2006). With an overall average rate of 39% of enterprises including these practices to their daily activities, specially using indicators that assess the positive impact on those practices in this field (Qureshi, Pariva, Badola and Hussain, 2012).

The internal social field is where the execution of the best sustainable practices was found, with seven activities possessing a rate of 50% or above (SI1, SI2, SI3, SI4, SI5, SI6 and SI8), with a great interest in their staff, hiring, empowering and offering a good atmosphere and the impact that it has in the enterprise (Navarro, 2012; Rojas, 2006; Cervera, 2001). On the other hand, we find the lowest rate in SI11 with 31% where these practices, for some reason, are not shared with their external stakeholders. The overall average rate was 50%, where we can observe that they try to improve the quality of life of their employees (Qureshi, Pariva, Badola and Hussain, 2012).

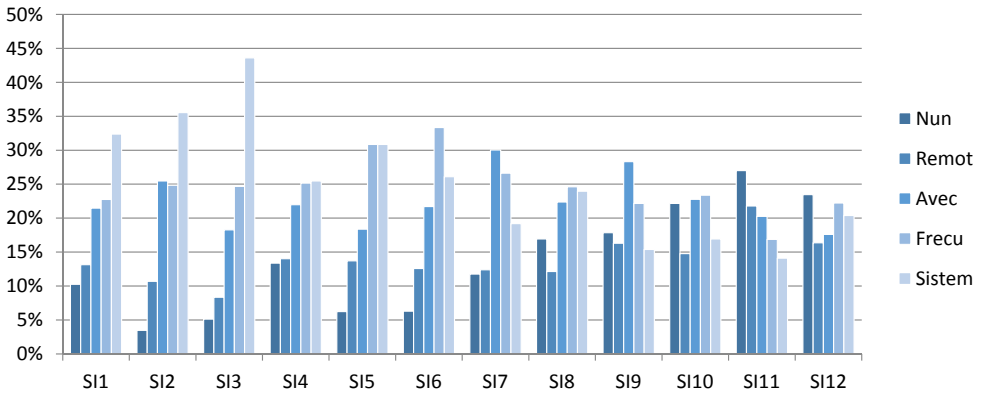


Figure 4. Response rate in the internal social field

Source: Authors' own elaboration.

In the internal social field we found two activities with more than a half of the rates found, SE5 with 64%, and SE4 with 51%, showing the support towards the community where the enterprise is located (Navarro, 2012; Qureshi, Pariva, Badola and Hussain, 2012). The rest is below the 34%, highlighting SE2 and SE7 each one, again they do not share or they rarely share these practices with their stakeholders. The overall average rate was 32%.

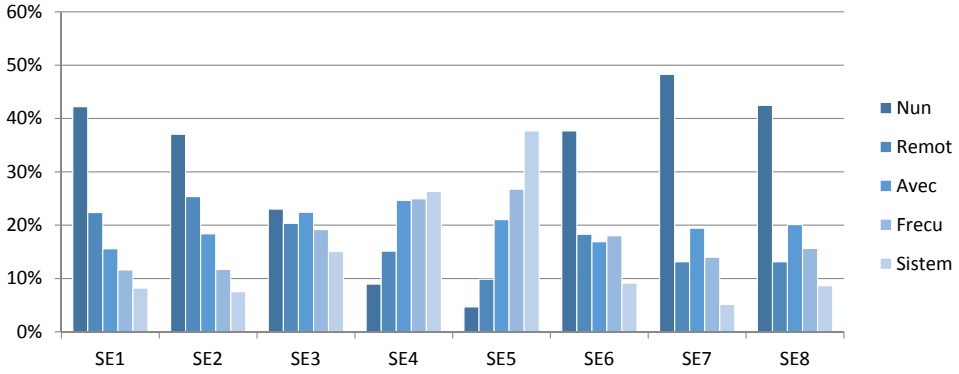


Figure 5. Response rate in the external social field

Source: Authors' own elaboration.

In the economic field, no response shows rates higher than 50%, the highest one was E2 with 36% which references the launch of new products or services (OECD, 2012; Miller, 1983; Chandra, 2007), and found results lower than 30% (E1, E5, E8 and E9), little investment in the I&D (Covin and Slevin, 1988), little proactiveness to innovate (Lumpkin and Dess, 2001; Ellis, 2011; Fauzul, Hirobumi and Tanaka, 2010), little interest in the opportunity of emerging business and its entrepreneurial orientation (Covin and Slevin, 1988; Lumpkin and Dess, 1996; Wiklund and Shepherd, 2003). The overall average rate was 30%, the lowest average of the four fields.

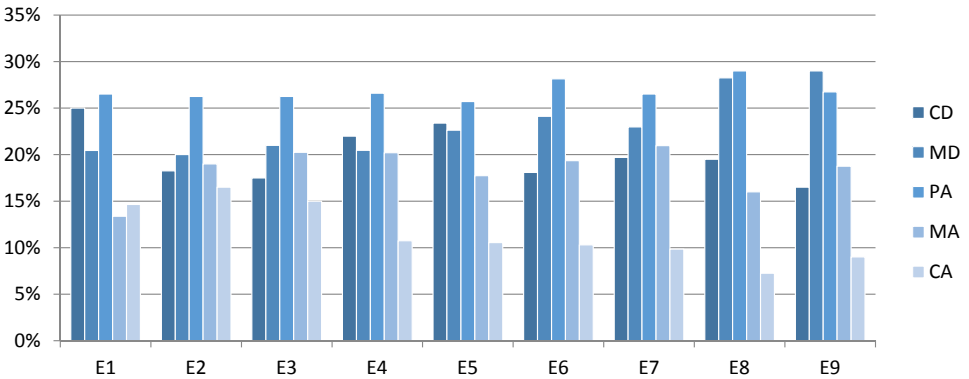


Figure 6. Rate response in the economic field

Source: Authors' own elaboration.

The results obtained from the three pillars of sustainability do not reflect systematization of sustainable business development (UNIVA, 2015). The economic pillar, specifically the entrepreneurial orientation (Lumpkin and Dess, 2001); the continuous work with internal and external stakeholders (Freeman, 2010), and their environmental practices (Cervera and Hernández, 2001), are far from being considered an approach to act and manage consistently.

## 6. Conclusions and recommendations

It can be observed that the sustainable practices in the small and medium-sized enterprises in the GMA are different and un-measurable, although it can be observed that the owners of the enterprises who were interviewed have a notion of the sustainability's meaning, but may not know its dimension, scope and the minimum indicators to measure it.

The emphasis and work on the internal social field stand out, as more than 50% of the responses found enterprises promote these practices, possibly due to the structure of the enterprise. On the other hand, although it was clearly noted that there is a certain commitment with their community, the results, however, also showed that entrepreneurs hardly share such practices with external stakeholders (cameras, associations) and somehow they keep for themselves the 'Know How'.

The poor performance in the economic field stands out, reducing it to the practices of increase in sales, without any sustainable basis in the long term, as for example the investment in I&D, the launch of new products or risk taking for the continuity of the enterprise. Entrepreneurial orientation is very limited.

As our hypothesis proposed, sustainable development practices in SMEs are an intrinsic factor to achieve entrepreneurial sustainability. Based on the results presented before, we can determine that they are not an intrinsic factor, since the results of the practices developed in the three areas: environmental, internal social and external and economic social, do not show values considered as everyday practices (values: 'frequently' [value of 4] or 'systematically' [value of 5]). For environmental they are in the order of 45%, for the internal social, which is the highest, shows 59%, for the external social, which is the lowest, reaches 25%, and the economic in 30% and does not make them competitive in the long term.

Through this study it was possible to have an approximation of the practices of sustainable development in the SMEs, in this case of the GMA, as there is not yet literature available in this specific area.

However, as this study has been one of the first studies to empirically evaluate the link between sustainable development practices and entrepreneurial sustainability engagement in SME, it provides a relevant initial observation in this field. We suggest that future studies could use samples of other geographical contexts and environments with different public policies settings to verify the findings presented in this study.

The limitations identified in this study can be located in the different measurements provided directly by the owner of the company, as a potential weak point, they measure the organizational level of participation within the Entrepreneurial Orientation and sustainable development based on perceptions, therefore, are subjective, although the size of the sample developed could have an objective tendency in the analysis.

Lastly, it is suggested to work from all the society's fields to educate the owners of the SMEs on the importance and feasibility of business sustainability, and how to apply sustainable practices to increase the life and activity of their enterprises.

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## Wewnętrzne czynniki konkurencyjności i zrównoważonego rozwoju biznesu w małych i średnich przedsiębiorstwach w obszarze metropolitalnym Guadalajary w stanie Jalisco

**Abstrakt:** Niniejszy opis badań przedstawia aktualny poziom zaawansowania praktyk związanych z procesem zrównoważonego rozwoju małych i średnich przedsiębiorstw w obszarze metropolitalnym Guadalajary (OMG) w stanie Jalisco w Meksyku. Praca opiera się na między-

narodowym projekcie *Międzynarodowe badanie społecznej odpowiedzialności biznesu i zrównoważonego rozwoju w MŚP*, promowanym przez LABEX Montpellier z siedzibą we Francji. 400 ankiet ze wspólnego kwestionariusza zostało rozesłanych do przedsiębiorców z gmin

znajdujących się w aglomeracji OMG. Wstępne ustalenia, oparte na opisowej analizie statystycznej, pokazują, że 50% MŚP obszaru Guadalajary w Jalisco w Meksyku nie wdraża praktyk zrównoważonego rozwoju.

Praktyka zorientowania na przedsiębiorczość wyróżnia się w sferze ekonomicznej, w zewnętrznej sferze społecznej, w działaniach związanych ze społecznością,

w której są wdrażane, w wewnętrznej sferze społecznej oraz w działaniach, które angażują pracowników w proces podejmowania decyzji. W dziedzinie środowiska jest szczególnie zauważalna w działalności zorientowanej na wykorzystanie alternatywnych źródeł energii. W niniejszym dokumencie przedstawiono główne przyczyny niestosowania tych praktyk oraz zawarto kilka wskazówek, jak należy je wprowadzić.

**Słowa kluczowe:** przedsiębiorczość, przedsiębiorcy, rozwój zrównoważony, małe i średnie przedsiębiorstwa

## Annex 1

### Questions regarding the environmental field

1. Waste separation and scrap (recycling of materials: paper, plastic, glass and metal).
2. It gives priority to reusable things, use of recyclable materials.
3. It educates its employees in the proper use of water and energy saving.
4. It gives priority to water and energy, through the use of efficient equipment.
5. It gives priority to the vehicles less polluting and non-motorized means of transport and optimizes their distribution network.
6. It encourages and supports its employees to use alternatives of means of transports to travel instead of cars for individual use. (Example: carpooling, public transport, bicycles, etc.).
7. It takes part in the activities carried out by organizations that encourage the protection of the environment.
8. It includes environmental considerations in its purchasing decisions and in supplier evaluation.
9. It includes environmental considerations in the design and development of products and services in all the stages of its life cycle. (Eco-conception and analysis of life cycle).
10. It consults its close stakeholders (employees, suppliers, clients, creditors, etc.) on the decisions concerning the environment.
11. It establishes environmental metrics and monitors it (concerning the risks, pollution degree, energy consumption, waste, etc.).
12. It communicates these actions to its external stakeholders. (Example: website, associations, cameras, reports, etc.).
13. It communicates these actions to its internal stakeholders (working meetings with the staff, intranet, reports, business newsletter, etc.).

### Questions regarding the internal social field

1. It tries to have a wide diversity of employees (immigrants, young people, old adults, in reinsertion, men, women, indigenous people, sexual orientation, etc.).
2. It takes into account the personal limitations of employees in the work organization.

3. It offers employee benefits law.
4. It conducts training in health and safety at work.
5. It encourages and supports the employees to undergo training.
6. It informs the employees about the strategic orientation of the company.
7. It involves the employees in the decision making process.
8. It allows the employees to take part in the profits and capital business. (Bonus, Stock purchase, profit sharing, etc.).
9. It consults its stakeholders (employees, suppliers, clients, creditors, associations, ONGs, etc.) on the decisions regarding the human resource management.
10. It establishes metrics and monitors it (training costs, absenteeism, business career management, equity, accidents at work, etc.).
11. It communicates these actions to its external stakeholders (website, associations, cameras, reports, etc.).
12. It communicates these actions to its internal stakeholders (work meetings with the staff, intranet, reports, business newsletter, etc.).

**Questions regarding the external social field**

1. It contributes to community by providing sport activities, teaching activities, cultural activities (through public organizations or associations with social, cultural, sport and teaching activities).
2. It consults its stakeholders (employees, suppliers, clients, creditors, associations, ONGs, etc.) on the decisions regarding the local development.
3. It offers internships to students and contributes to their education.
4. It promotes job creation in the region.
5. It favours local suppliers.
6. It has established metrics that monitor the relationships in the community (amount spent, time allocated, different types of beneficiaries, etc.).
7. It communicates these actions to their external stakeholders (website, associations, cameras, reports, etc.).
8. It communicates these actions to its internal stakeholders (work meetings with the staff, intranet, reports, business newsletter, etc.).

**Questions regarding the economic field**

1. My company puts a big effort into research and development (R+D), improvement of technology and innovation.
2. My company has introduced new product lines and services in the last five years (or since its formation).
3. My company has carried out important modifications in its products and services in the last five years (or since its formation).
4. My company is usually the one in charge of making the first move to which our competition responds.
5. My company is often the first to introduce innovations (new products and services, introducing new techniques and technologies, production methods, etc.).

6. In general, my company adopts a very competitive position in order to weaken the competition.
7. My company is decidedly in favour of high risk projects that are supposed to bring great benefits.
8. In an uncertain situation, my company adopts a very aggressive attitude in order to maximize its likelihood of seizing golden opportunities.
9. Due to the atmosphere where it works, my company keeps taking golden and risky opportunities in order to achieve its goals.