

# EFFECTIVE HUMAN CAPITAL FORMATION FROM THE PERSPECTIVE OF BUSINESSMEN AND TRAINING EXPERTS IN SOUTHERN MEXICO

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## ABSTRACT

*The objective of determining the factors that contribute to achieve an efficient process of Human Capital Formation (HCF) according to the opinion of training experts and businessmen from the state of Yucatán. The information was obtained through a validated instrument by experts in the area. 17 businessmen and 18 HCF experts from Yucatan were interviewed. The interviews were made during the period of July-November of the year 2021. The businessmen stated that perspective the capital formation processes do not work because they are not made for their needs in terms of their line of business and/or size, and government programs are generic and not very adaptable to their requirements. A few of them stay close to their membership chambers because the majority don't see relevance benefits. The experts mention that it is difficult to train company personnel because there is not enough time to fully complete the activity and the expensive of the training. However, they agree that HCF is an extremely important activity as a differentiating element and is essential for the permanence and growth of enterprises.*

## KEYWORDS

*Small and medium-sized enterprises, human capital, effective training, human capital formation factors.*

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## 1. INTRODUCTION

Companies are entities made up of resources, which can be human, financial, and material that exist and have a constant co-dependence and interrelation. The Resource-Based Strategy (RBS) considers as values of a company: assets, capabilities, competencies, organizational processes, its attributes (presence, information, knowledge, among others) that stimulate it to create and develop strategies to be more efficient and effective, i.e., these resources can be grouped into financial, physical, human, and organizational capital [1].

Nowadays, when talking about economic reactivation, after the pandemic caused by the SARSCOV 2 virus we experience an economic instability that affected the world, therefor the Human Capital proved to be the most asset that an organization can count on, due to its ability to adapt to new conditions and to acquire new learning and innovate in the way of carrying out its activities. Although the goal of an organization is the production of goods and/or services, which are carried out through tools and machinery and require financial resources to be acquired, the truth is that this objective could not be achieved without the intervention of human resources.

## 2. PROBLEM STATEMENT

According to the [2], companies can be classified according to the number of workers in them and the amount of their annual sales. Through these criteria, micro, small, medium, and large companies are presented for the economic sectors, but it is convenient to include the nano companies (which starts with one human element and evolves with it). More than 90% of the Mexican business economy is supported by MSMEs (micro, small and medium enterprises), microenterprises represent 94% of the total, 4.7% are small, 0.8% are medium-sized and 0.2% are large, according to the [3], this is why there is an urgent need to develop management strategies that increase the life span and promote their growth.

According to the data obtained, in the last 5 years (between 2014 and 2019), [3] observed an increase in registrations of 615,295 establishments, an average annual growth of 2.1%, this increase provides a positive outlook for the economic growth of the country, although the main challenge is to ensure their permanence in the market and not necessarily the opening, because, according to [4] in Mexico, more than 200,000 companies open operations per year, but 65% close before two years; 50% go bankrupt in the first year and 30% in the second, 10% manage to survive in the first 10 years, i.e., so this is an annual decrease of 22.6%".

In Mexico, small companies employ 14.7% of the country's workers, medium-sized companies 15.9% and their income corresponds to 16.1% and 21.9%, respectively, of the national total. It is important to highlight that 99.8% of the organizations that exist in Mexico are MSMEs, which is why this sector is a priority for the support of government programs with the objective of achieving their survival and consolidation [3]. The national average lifespan of a MSME is 7.7 years; in the case of the State of

Yucatán it is 9.1, a higher figure compared to the national average and the other 31 entities in the country. This research was conducted in the State of Yucatan, since according to [5] this region is in the 5th place nationally in the marginalization index, having a high degree of marginalization, 6% of the inhabitants of 15 years or more is illiterate and 31.55% of the population of 15 years or more does not have basic education studies, this provides an overview of the development of Human Capital which this geographical area has.

The personnel hired in the SMEs in Yucatan, in general, tend to have a low level of schooling. We found that people in the State do not have the academic elements that facilitate the acquisition of new knowledge and skills to increase the Human Capital in a company. The low level of schooling is reflected in the percentage of the economically active population, 69.68% with incomes below 2 minimum wages.

These data show a great area of opportunity for the development of the State through the strengthening of Human Capital in the SMEs, which will contribute to the growth and consolidation by increasing their productivity, and therefore activate local economies.

There are 98,478 companies in Yucatán, representing 2.3% of the national total. Of these, 95.6% are micro-enterprises, small companies have a 3.6% share, and medium and large companies represent 0.7% and 0.1%, respectively. The growth of companies in Yucatan has been 2.8% annually according to data from the [6]. Companies aim to generate profits, so they implement strategies that result in their growth and consolidation.

There is a great diversity of strategies and the complexity of these vary depending on factors such as the target market, the company's line of business, its age and positioning, the capacity of its leaders, etc. These reasons make it difficult to determine a single strategy that an SME should follow to achieve its development and permanence in the market.

Yucatecan companies hardly document, disseminate or record their experiences, so this information is not used to create new knowledge or replicate successful methodologies. There is no validated and quality material to create guides, information, or success stories. This means that by applying an unsuccessful strategy there is a loss of time, money and resources that often results in the closure of SMEs. [7] mentions that when a company generates its own instruments from its experiences of success and failure, it generates through this flow of information, feedback that correctly applied has an impact on the use of resources and the efficiency of its processes and activities.

Yucatecan companies to achieve their organizational purposes, grow and consolidate require optimal performance in all areas, it is for this reason that the Human Capital (HC), that intangible asset, is a foundation on which companies must base the exercise of their activities, as it involves all areas and processes within the organization.

This is difficult, especially because there is currently a complicated economic situation, because of the COVID-19 crisis, which caused many companies to reduce their workforces, cut their budgets and eliminate activities that they mistakenly consider as non-essential or that do not contribute to the achievement of the proposed objectives, such as Human Capital Formation (HCF).

According to [8] the demands in the labor field are increasing due to globalization, which demands qualified personnel who not only focus their efforts on the local or national market, but also on the international market, SMEs are immersed in this situation and although investment in Human Capital is considered expensive, intellectual capital is recognized as fundamental to generate value in companies, thanks to the benefit obtained in training innovation and knowledge. Likewise, it is proposed to link all personnel throughout the organizational structure and make them participants in the business strategy, to take advantage of their capabilities in the development of the organization.

Considering the above, the study of human resource management is inevitable, and it is also necessary to determine indicators to measure its effectiveness to take full advantage of it. The competitive success of SMEs depends on the ability of their workers to adapt to change, the efficient performance of their activities, teamwork, and the satisfaction of their personnel [8].

Another contribution of [8] is that they consider that the difficulties faced by the company due to the lack of specialization or HCF are: the lag of growth and development, due to the lack of knowledge of the skills and capabilities of its personnel for the development of competitive advantages and to generate added value. Its recruitment processes are less formal than those of large corporations, and this means that the personnel hired on several occasions have little training, in addition to the fact that the personnel have limited information for the exercise of the position; performance evaluations are moderately applied, all of which impacts its competitive capacity.

SMEs are less able to attract the best trained personnel, considering the salaries offered, which translates into greater investment in training so that they can perform their jobs efficiently and subsequently be exposed to a talent drain.

### **3. METHODOLOGY**

For the purposes of the project, a qualitative approach with phenomenological design was proposed since the experiences of the study subjects were described and analyzed with respect to the scope of a specific phenomenon (Hernández-Sampieri & Mendoza, 2018). The objective of this research was to know the perception that the study subjects have about the HCF, the study method was inductive with field work, interviews were used to collect the information, making an interview guide as an application instrument.

The design of the methodology was phenomenological, since the topics of study were oriented towards "the essence of experiences, what several people experience in common with respect to a phenomenon or process [9,10]". The information was collected through the application of the instruments made up of 37 and 19 questions; 35 interviews were conducted considering two groups of key informants: in the first, 17 entrepreneurs of SMEs in the State of Yucatan that implemented Human Capital Formation actions were considered, of which four belong to the primary sector, five to the secondary sector and eight to the tertiary sector, and in the second, experts from the State that are dedicated to providing training services to Yucatecan SMEs, of which we considered private sector training companies (13) that provide training in this area, independent consultants (2), government agencies (1), business groups (1) and business incubators (1). The first group of informants are geographically located in the municipalities of Motul, Muxupip, Progreso, Baca and Merida, all belonging to the State of Yucatan; as for the group of experts, all belong to the City of Merida.

Interviews were conducted remotely using Google Meet videoconferencing software, and when possible, these interviews were recorded, provided there was prior authorization from the interviewees. Since the interview is "a technical instrument that takes the form of a colloquial dialogue" [11] and with the pandemic being present and the existence of reduced mobility, it was the instrument of greatest value at this stage of the study.

A report was generated with the data obtained in the diagnosis by means of the applied instruments, this information was divided into quantifiable or measurable data and opinion or experience data. It should be noted that these instruments were validated through the judgment of experts, including specialists in strategic analysis and sustainable development, regional development, and business and enterprise, who evaluated the importance, relevance and accuracy of the instruments used.

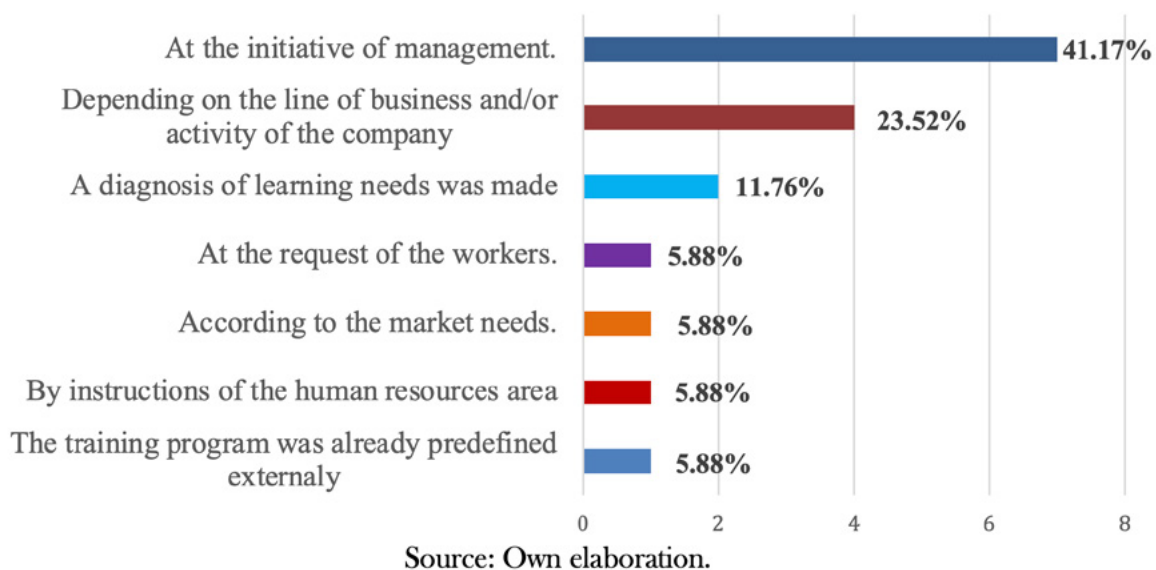
The measurable responses were used to establish a frame of reference and visualize the context in which the SMEs find themselves in terms of the HCF in the State. As for the perception responses, these contributions were concentrated in two convergence matrices, to define the characteristic and useful elements that, in the opinion of the businessmen and experts, make the HCF effective.

## 4. RESULTS

The results of the opinion survey showed that the Yucatecan businessmen emphasized that the organization chart should strengthen the vulnerable areas detected in HCF, such as strategic planning, innovation and technology and quality. The reasons for training from this perspective arise from the search for a differentiation to generate competitive advantage, specialization and updating, being this the stimulus for compliance with the regulations established by the different levels of government. It should be noted that planning, strategic, quality, marketing and productivity benefit the fulfillment of organizational purposes and innovation, in

contrast technology and human capital are elements that have limited the growth of these.

Entrepreneurs consider that they are updated as planned in their training program and when it is required to include new knowledge to increase the value and competitiveness of SMEs. They mention that only 10% of Senior Management are integrated in this process of strengthening Human Capital. The time allocated to the planning and delivery of training depends on the contracted company or the offer of the government agencies or chambers that represent them. The training is planned considering the Learning Needs Assessment (LNA), of the workers and the duration varies from 3 days to one week.



**Figure 1.** Factors that determining the type of HCF.

Figure 1 shows a series of factors mentioned that are considered to establish the type of HCF required; according to the responses, management initiative is the most common among the study groups, followed by the business line or activity of the company, and a learning needs assessment is the third most frequent item. Other factors are also mentioned in general, but these are not as common.

For their part, training experts consider that 33% of the responsibility for defining HCF needs lies with management, 22% with partners and shareholders, and 11% with human resources and employees, according to their experience in providing this service.

As in the interview with the employers, it was established that the management positions are the ones that decide most of the time on training needs. This situation is recurrent and therefore the involvement of the whole organization in the definition of needs should be considered. Of the responses obtained, only 11% involve the company's personnel.

This way of making decisions may be due to different circumstances, for which it is advisable that before formalizing and carrying out the programming, the opinion of the workers to be trained be taken into consideration and, according to the information gathered, analyze it and verify the feasibility of including it in the planning of the HCF, in this way the efficiency and compliance with the objectives set could be increased.

According to these results, the HCF process comes mostly from managerial needs. In the context of SMEs, the owners or managers have the mission of seeking elements that allow them to improve the existing conditions in the company; sometimes, this situation causes growth to be asymmetric and for this reason they seek to correct the weaknesses they consider the company may have or improve the area that can give them a better position in the market.

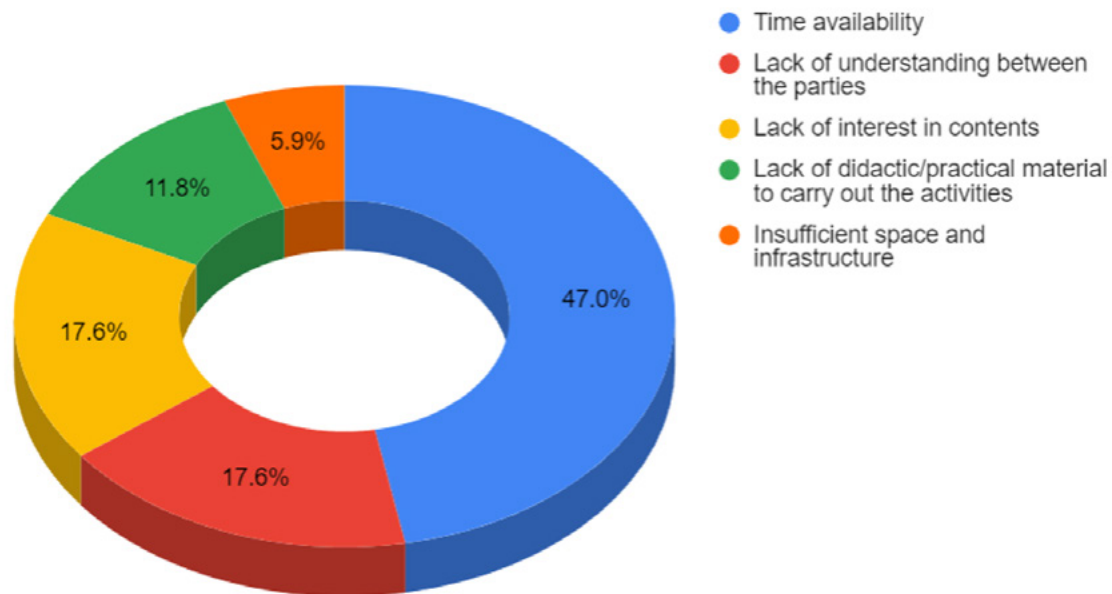
However, this same dynamic does not contribute to a continuous flow of information between workers and management. It is necessary to implement mechanisms that better distribute the elements to decide the type of HCF needed and, above all, to actively involve all the elements of the company.

According to the data obtained, the HCF experts interviewed determine the needs of each SME in the HCF in different ways. In 61.1% of the cases, it is done through a DNA, depending on the business line or the company's own activities in 16.7%. Also, in 11.1% of the cases the type of training is determined by request of the partners, in 5.6% by governmental obligations to be fulfilled, and in 5.5% of the cases these experts already have pre-established HCF programs.

The companies describe that an HCF program must have good planning, as well as effective organization and coordination as indispensable attributes. In addition to these attributes, there must be control techniques in the company that allow the trained personnel to be evaluated and to be able to perform efficiently. We must mention that the HCF must be avant-garde, having a sensitive vision for the human part, managing to integrate all the human elements in the productive processes.

Even though SMEs recognize the importance of HCF, it is not always possible to establish programs in a feasible manner, since there are factors that hindered the training process (Figure 2), among these factors are time availability, a lack of understanding between the parties, or that there was not enough material to teach. In accordance with the above, it is necessary to establish fast and effective communication channels to reach a consensus and thus schedule the sessions for the personnel, this requires that those in charge of carrying out this action have direct contact with all the parties involved and thus consider all the needs of those involved in the process. Next, the businessmen interviewed noted that they considered the fee established for the contracted training service to be fair, and as for those received from government institutions and/or chambers of affiliation, they believe that they meet the objectives set, although they did identify deficiencies.





Source: Own elaboration.

**Figure 2.** Limitations observed by the experts in the delivery of Human Capital Training.

In Figure 2, the limitations observed by the experts at the time of implementing the HCF were availability of time (47%), lack of understanding between the parties (17.6%), lack of interest in the contents (17.6%), lack of didactic/practical material for an efficient performance of the personnel to carry out the programmed activities (11.8%) and lack of space and infrastructure (5.9%). Entrepreneurs are aware of the importance of training their personnel; however, it is difficult to organize the personnel so that it can be carried out efficiently. There is a need to establish effective strategies for planning and implementation to achieve training objectives.

Figure 3 shows a graph with a list of elements that the interviewed businessmen considered important by the training experts to define the program and carry out the Human Capital Formation. In this sense, before defining them, it is advisable to establish criteria that can give a specific weight in the organization, according to the objectives to be achieved and the impact on the achievement of organizational purposes and productivity. Companies requesting a HCF should keep in mind to determine the most important criteria to be met in a HCF and thus ensure the effectiveness of the process.

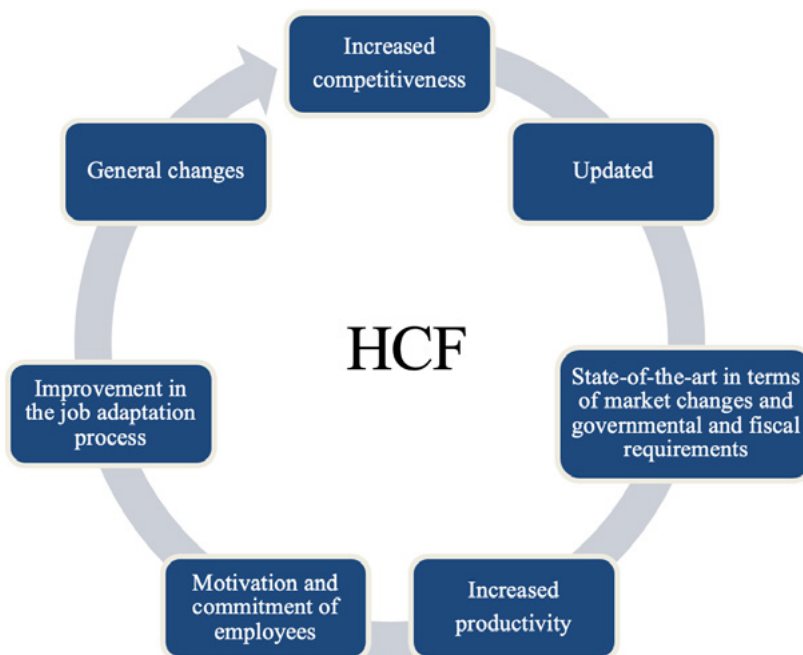


Source: Own elaboration.

**Figure 3.** Elements that company stated that training experts considered when conducting the HCF.

Figure 4 shows the reasons why Yucatecan companies would consider hiring HCF services again, because it provides the company with benefits such as:

1. Increased competitiveness.
2. Keeping up to date.
3. State-of-the-art in terms of market changes and governmental and fiscal requirements.
4. Increased productivity by providing employees with more tools to be more efficient in their work.
5. Motivation and commitment of employees to the company to see their professional growth.
6. Improvement in the job adaptation process for new personnel.
7. General changes beneficial to the company.



Source: Own elaboration.

**Figure 4.** Reasons why companies consider hiring HCF services again.

In the information obtained, the reasons why companies would not require a HCF again are mentioned, among the causes are that they do not have the time available and that workers do not feel encouraged by the results obtained. Regarding the fact that they would request training again, 88.2% mentioned that they would do it again and only 11.8% would not do it.



Source: Own elaboration.

**Figure 5.** How companies determine HCF needs.

Human Capital Development needs are determined in the companies (Figure 5) through performance evaluations of personnel, according to their knowledge or handling of the products, as well as through observation and analysis of the processes to determine failures or opportunities for improvement in the services provided.

HCF is also required when new personnel are integrated into the company or when there are new administrative processes. Entrepreneurs recognize the needs of the company in the training of talent, but it is only carried out when it is necessary and according to what was stated by them, a continuous training process that guarantees and increases the Human Capital in the company in a progressive and constant manner was not observed.

Regarding the perception of the HCF received from the chambers and business associations to which they are affiliated, according to their line of business, the businessmen consider that these types of services are important and in general they are up to date and well-focused on the problems of the companies. The service provided by these institutions is excellent. They determine that they have an adequate overview and diagnosis of the reality of the organizations and have the means to provide an excellent service to the SMEs that request it.

The entrepreneurs interviewed mentioned some differences in HCF between a private and a government company: private companies develop a program tailored to the needs required, compared to government companies, which have established and generalized programs. They argue that both types of training are useful depending on the company's situation and something they consider important is the personnel in charge of delivering it, as it can largely determine the success or failure of the training process. Entrepreneurs see both types of training as viable, so it should be determined by other criteria such as cost or training time, to evaluate whether the program would adapt to and meet the needs of the company.

Regarding the effectiveness of training provided by companies or organizations outside Yucatán, businessmen consider that, although there are highly prepared companies and trainers in the state, it is always beneficial to have an external perspective that enriches and provides knowledge about practices carried out in other regions. This allows taking advantage of and adapting these practices in the organizations, considering the situation and context of small and medium-sized enterprises (SMEs) in Yucatan. It was detected that the main reason for seeking training with external agents lies in broadening the panorama and updating knowledge, which contributes to improving the company's competitiveness in its sector.

The businessmen interviewed also expressed their opinion on the use of educational platforms or repositories as effective and useful tools for training, highlighting that their greatest advantage lies in the ease of organizing workers' schedules, agendas, and activities, as well as the possibility of conducting training

with people located in different places. However, they remark that the importance of face-to-face training should not be underestimated, since the dynamics are different. It was observed that employers are willing to use these modalities due to the advantages they offer, but it is important to consider that face-to-face training is necessary, especially for technical or practical topics.

Entrepreneurs point out that when planning the HCF, the trainer needs to know the strengthening needs of the company, the contents to be developed and the type of training requested. In addition, they need to know the number and schedules of the people who will take the training, the time available and some of them also indicate that they need to know the company's processes and policies. It is observed that in these answers the data requested are of a general nature and in detail of the topic to be developed, there is no mention of the work of joint development with the company of the topics to be addressed.

The businessmen determine that an effective HCF program must follow an adequate planning, organization, development and coordination, with the objective of optimizing the company's resources and time and respecting the employees' schedule; establish control mechanisms that promote an efficient performance and the personal achievement of the employees intrinsically and extrinsically related to the labor impact, so that their professional growth and development is measurable and the achievement of the planned objectives in the area where they work and the effectiveness in the implementation of the training is also measurable; to have an updated, visionary, humanistic and sensitive approach, that is to say, to be pertinent and avant-garde, capable of preparing the workers for the changes of the market without forgetting the human side in the process; in the same way that it is useful to solve the problems that the organization is facing and to integrate its personnel in the productive processes.

The answers indicate that the characteristics that should be taken into account when carrying out an HCF process according to their vision are: technical considerations should be made to define and delimit the topics; it is also important that the training uses techniques that allow the transmission and acquisition of knowledge and skills according to the established objectives; the instructor or instructors should consider the skills of the people to adapt the teaching strategies. The contents must be planned and updated to adapt them to the company's requirements. All this considering the time constraints of the organization and the number of people to be trained, as well as the space, tools, equipment, and infrastructure required for a proper implementation.

As can be seen, combining all these elements has a high degree of complexity, resulting on many occasions in which the objectives proposed in the planning are not completely achieved. The implementation of HCF is often done to solve an immediate need, however, there is no recurrent methodology and above all, there is no evaluation of the form and substance of the implementation of the process, to determine the degree of acceptance it has had with the personnel and if there is a

change that allows this knowledge to be definitively established or that achieves a real and profound impact on the way the company's operations are carried out.

According to the training experts, for an HCF to be effective it must be followed up, however, they mentioned that 45% did it once, 27.3% constantly, 9.1% two or three times and 18.2% never. To this end, the criteria established at the time of planning this activity are the establishment of schedules and/or timetables, determination of objectives and analysis and selection of personnel to be trained.

These factors largely determine the strategy to be followed to establish a well-defined plan in terms of time and content, so the importance of analyzing the requirements is paramount in this phase of the HCF. The experts were consulted to find out what criteria they use to determine the time and space required to develop the proposed training, obtaining the following points to highlight: the contents to be developed, the time available for training, the space and equipment that can be used and the budget allocated. Based on these elements, the planning of the training to be carried out should be made, keeping in mind that there must be a balance that allows achieving the objectives set to achieve the effectiveness of the training.

The experts determine that the spaces, method and tools they use to implement the HCF are: courses, workshops and diploma courses in institutes, private, public institutions, business chambers and in some cases within their training center (considering the dependence of the informants), they are carried out through visual presentations in rooms or training areas with didactic material and/or equipment, to do practical exercises, if it is machinery it is carried out in situ; remote training is also considered with the use of platforms and digital repositories; some require trained instructors or autonomous learning is also promoted; the choice depends on the available resources, time and budget of each organization.

According to the experts, they mentioned that there is no single way to carry out the HCF process. As part of the analysis carried out, although there is an important variety of methods available, no methodology was observed to define which method is the most adaptable to the topics to be developed and the personnel that will carry out the training. It is of utmost importance to establish this on a recurring basis as this will increase the possibility of success in this process.

To carry out the analysis and determine the HCF needs, the informants (experts) involve the direction, management and heads of areas and Human Resources. It is most frequently observed that to determine the company's need for HCF, the decision is made by the highest hierarchical structures in a company, leaving the operational part or the clients in second place. This can make the training process ineffective, because in the absence of good communication between the actors who make the decisions and those who execute them, these determining elements are often not considered. It is advisable to include all the parties involved in this process on a recurring basis to know and delimit the real needs to be solved with this process.

In the design of content for the HCF, the following are considered important: the profile of the personnel and the needs of the client. Regarding the personnel profile, the most representative and frequently mentioned are: work performance, knowledge, skills and abilities, willingness to learn, needs for improvement and attitude, the profile of the collaborator and his willingness to change. In this section, we reflect on the importance of the approach between who receives it and who benefits, the latter being one of the most important purposes of the existence of companies, customer satisfaction, which in this case is achieved with effective personnel training; Human Capital, values and profile of the collaborators are considered with the objective of making the most of these resources and maximizing their capabilities and skills to be more productive for the organization.

## 5. DISCUSSION

The main interest shown by entrepreneurs in Human Capital Formation arises because of observing that, by investing in this area, and achieving an improvement in the company's personnel, the quality of the products or services offered is increased, improving competitiveness in the environment, and giving the customer greater final satisfaction. [12] considers that the benefits obtained with the Training is the potentiation of the organizations through the improvement of the performance, which allows them the achievement of the established objectives. We must bear in mind that knowledge is currently the most asset of a company.

Analyzing the contributions of [13], in [14,16] and the entrepreneurs interviewed in this research, it is observed that there is a common denominator, that the education of people (Human Capital Formation), contribute to the economic growth of companies, in innovation, productivity, adaptation to the environment, in the willingness and involvement of employees and the impact is reflected in productivity and process improvement [17,18]. It must be highlighted that the leadership style influences the choice and motivation of the collaborator, work performance and therefore the innovation factor that can trigger the generation of new products and services [19]. However, the economic, social, and other needs presented by Human Capital in its work performance and its desire to continue learning through the training provided by current companies are associated with a desire for ongoing educational development. This leads to the specialization of personnel, thereby contributing to productivity and economic development [20]. In other countries, such as China, investments are made in innovation, technology, and science with the aim of boosting not only the economy of the main cities but also provinces and small cities. This investment impacts also in the attraction and formation of innovative talents with higher education (Human Capital), leading to an economic growth of the regions, stemming from the training and specialization of Human Capital concentrated in these regions [21]. This serves as an example of envisioning the future, focusing not only on individual companies but also on the global contribution of the human element within organizations, in their respective locations. These efforts further solidify the country's vision. It is necessary to invest in Human Capital because this is the backbone of promoting economic

development and technological progress. There are simulations that indicate that the economic growth rate of a region that invests in the development and innovation of human capital is more than 80% in some cases [22]. It is necessary for companies and governments to direct this effort towards personnel, consolidating their capital, as the essence of achieving position and consolidation, in this case Mexico, the place of study of the present economic units.

In this regard [23] point out that to choose the type of training, all options should be considered, both external and internal, evaluating both to define the needs of the company [24]. Considering the experience and skills of the participants, knowing the materials at our disposal. All this will allow us to calculate the benefits and costs to be incurred. We will also be able to determine the time required to achieve the proposed objectives. As established by the [25], in its article 153-B “the purpose of training will be to prepare newly hired workers and others interested in filling vacancies or newly created positions.” In that sense, training provides and strengthens new knowledge to Human Talent, which leads to better performance in the workplace [26].

## 6. CONCLUSIONS

In relation to the results of the Capital Formation programs, the interest shown by the entrepreneurs in learning about new tools to achieve the consolidation and growth of their companies, while at the same time achieving the professionalization of their processes, was identified.

On the other hand, in the implications of the training process, the nature of the service was detected: public or private. In the search for solutions that allow them to achieve these improvements in Human Capital, businessmen turn to private companies as the main source of training in the first instance, which, due to their nature, have the capacity to adapt to the needs of time, experience in the subject and business line, and to be able to train the necessary number of people who require this service. However, these types of entities have systems that are not very flexible, and the company must adjust its resources to the established conditions, which becomes complicated and inefficient.

An additional reason is that public agencies and chambers develop programs with the aim of covering as many business lines as possible, so that the information obtained is not necessarily adapted to the needs of the company and if it does so, it is incipient or general in nature, so it does not achieve a deeper understanding of the issues and solutions required by the participants.

Yucatecan entrepreneurs associate effective training with: an innovative and humanistic approach, having a direct or indirect relationship between work and the achievement of objectives, productivity-oriented instructional design, and solving problems relevant to the business context.



The experts interviewed point out that for the HCF to be effective, the profiles of the trainees must be analyzed, considering the objectives set, as well as the strategies to achieve them in the medium and long term. Strategic planning and time availability for the training period must be considered. New paradigms can be created to improve the processes and activities performed. Always bearing in mind the needs and achieving a human development in the trainees. Integral participation should be encouraged, including the company's leadership positions, since they encourage participation and attachment in the different hierarchies. An effective training must be entertaining and enjoyable, and the instructors must have an effective communication and it is desirable that they are passionate about the topics presented.

Training must be carried out with a genuine interest in the employee's growth and have a positive impact on the purpose of institutional achievements and/or productivity, be systematic, measurable (before and after, depending on the results obtained, adjustments are made in subsequent courses) and technical in the area to be trained. Other factors mentioned were competitiveness, level of innovation, market trends, competencies, skills, attitudes and desires of the Human Capital and budget.

This work presents the difficulties encountered in the development of human capital, identifies the points of greatest interest to be solved in order to achieve an improvement in the formation of human capital. This approach leads to the development of customized methodologies that allow the development of human capital in the state of Yucatan. An increase in the level of innovation resulting from human capital will allow a greater economic development of the state and the region, since innovation today more than ever is a value that allows a competitive advantage in the globalized world.

Businessmen and experts in human capital formation are aware of these problems and must actively contribute to solve them, since to a great extent the growth of their companies will be reflected in the improvement of human capital. Currently Yucatan has a unique opportunity with the near shoring and must take advantage of it and enhance it by using its available human capital and must develop and enhance it to be able to compete in the world.

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