

## The Interaction Between Administrative Models and SME Growth in Ecuador: A Determinant Factor Analysis

Katherine Geovanna Guerrero Arrieta<sup>1</sup>, Walter Geovanny Caminos Manjarrez<sup>2</sup>, Francisco Paúl Pérez Salas<sup>3</sup>, Franklin Stalin Brito Bedón<sup>4</sup>

### Abstract

*Nowadays, administrative processes play a key role in the growth of companies at the organizational level because they improve their productivity and competitiveness. Adequate administrative management reflects a permanent synergy in the activities demanded at the moment of approaching the correct use of resources, where the right decisions have a positive impact. The objective of this article is to analyze the determining factors in the interaction between administrative models and the growth of SMEs in Ecuador by means of a bibliographic review. In fact, the prism method was used to define the amount of research to be reviewed, which was chosen based on inclusion and exclusion criteria. Thus, 21 articles from databases such as Scielo, Redalyc and Dialnet were reviewed. The results identified the following factors: human talent, financing, material resources and innovation. It is concluded that the relationship between administrative models and growth of Ecuadorian SMEs is affected by the lack of knowledge and preparation of human talent, the precarious investment in innovation due to the financing barriers of the banking entities that choose to work with large companies, and the incipient adoption of technology in their processes.*

**Keywords:** factor, model, administrative, growth, SME, Ecuador.

### INTRODUCTION

An administrative process is understood as the set of stages through which administration is carried out, these are interrelated and give rise to a totally integral process. In today's society, the institutionality and composition of companies can be appreciated, where each of the actions linked to the production of products or the delivery of services is planned, coordinated, directed and monitored; These are made up of human and material resources. (Espinoza & Venturo, 2020) (Muños y otros, 2020)

On the other hand, the term SMEs refers to the taxonomy of companies according to their size, where they are grouped into small and medium-sized enterprises. These are configured as economic entities that have the power to generate employment, where their functionality and sustainability have to go hand in hand with the scenario in which they are developed. (Sarango & Jaya, 2022)

---

<sup>1</sup> Universidad Nacional de Chimborazo, geovanna.guerrero@unach.edu.ec, <https://orcid.org/0000-0003-2278-8954>

<sup>2</sup> Instituto Superior Tecnológico República de Alemania, wcaminosm@istra.edu.ec, <https://orcid.org/0000-0001-6472-7696>

<sup>3</sup> Universidad Nacional de Chimborazo, francisco.perez@unach.com.ec, <https://orcid.org/0000-0002-5866-3320>

<sup>4</sup> Instituto Superior Tecnológico República de Alemania, fsbb30@gmail.com, <https://orcid.org/0009-0001-0282-9985>

Consequently, it is important that the actions carried out in each organization are aimed at satisfying the customer/user through the implementation of work standards that optimize the quality of work and promote the rights of employees. (Luciani y otros, 2019)

That is why administrative processes currently play a key role in the rise of companies at the organizational level because it improves their productivity and competitiveness. Adequate administrative management reflects permanent synergy in the activities demanded when addressing the correct use of resources, where the right decisions have a positive impact. (Vasquez y otros, 2021) (Gavilánez y otros, 2018)

In the case of Ecuador, until 2015 there were 96.8% microenterprises and 2.5% small and medium-sized enterprises, but by 2019 there were 90.78% microenterprises, 7.22% small and 1.55% medium-sized enterprises, which, according to the Global Entrepreneurship Monitor (GEM) has allowed the country to achieve 29.6% in the Early Entrepreneurial Activity Index (TEA) at the regional level. (Huilcapi y otros, 2020) (Bermudez & Bravo, 2021)

However, in Ecuadorian SMEs there is a problem linked to the deficiency in the implementation of administrative procedures, which has weakened the business scenario of this important sector in the national economy, therefore, it has led to declines in productivity, precariousness in innovation and competitiveness, to the point of generating a lack of sustainability in these organizations. (Vasquez y otros, 2021)

This is supported by the results of some studies such as that of Sánchez et al., who identified that the managers or owners of Ecuadorian SMEs, precisely in the commercial field, have solid knowledge about administrative management. (2022)

On the other hand, in the organizational factor, they showed certain levels of ignorance about various processes, and the control factor was very well received, since this management has an impact on business actions. In summary, it denoted the need for training in owners to achieve the highest performance of the organizations. (Sánchez y otros, 2022)

In addition, with the study by Paredes et al., it was known that SMEs tend to be made up of family members, a particularity that is established as fragility due to the lack of training and the lack of management management tools to guarantee their stability in the market. (2020)

In this sense, Muños et al. indicate that it is necessary to recognize that, although SMEs begin their work with clear and defined goals because they are feasible businesses, in the course of time they face limitations in their growth because they develop in an active market that constantly demands an effective and efficient administrative process for the sake of progress at the economic and business level. for the sake of the area in which it operates. (2020)

For this reason, the interest in carrying out this research arises, which is based on a qualitative and descriptive methodology to analyze and expose the determining factors in the interaction between administrative models and the growth of SMEs in Ecuador.

## **GENERAL OBJECTIVE**

To analyze the determining factors in the interaction between administrative models and the growth of SMEs in Ecuador.

## METHODOLOGY TO BE USED

### Type of research

- Depending on the approach

For this article, the qualitative approach is used since it leads to the integration of important and current data that benefit the analysis of the information through the review of bibliographic sources referring to the determining factors in the interaction between administrative models and the growth of SMEs in Ecuador.

- Depending on the scope

The research in development opts for the type of research with a descriptive scope since it details information related to the problem addressed, that is, with the determining factors in the interaction between administrative models and the growth of SMEs in Ecuador.

### Population and sample

For the present study, the review of the literature from articles published in a period of no more than 5 years prior to 2023 is considered, based on a series of criteria established on research published in online and high-impact journals (Q1, Q2) from specialized search engines such as Scielo, Dialnet and Redalyc.

In addition, each file to be reviewed has to respond to the proposed theme: determining factors in the interaction between administrative models and the growth of SMEs in Ecuador. In addition, key terms such as "administrative model", "SMEs", "Ecuador", and "business development" are used in the search process.

Among the criteria used for the selection of the articles are the following:

### Inclusion criteria

- Scientific articles published in the last 5 years in Spanish.
- Articles published in indexed journals whose topic is linked to the determining factors in the interaction between administrative models and the growth of SMEs in Ecuador.

### Exclusion Criteria

- Scientific articles published more than 5 years ago and not in Spanish.
- Articles whose content does not contribute to this research and come from unreliable sources.
- Undergraduate degree projects.

### Methods

The method to be used in this article is that of analysis and compilation of information through research from databases that have indexed bibliography and focus on the study of the determining factors in the interaction between administrative models and the growth of SMEs in Ecuador.

It should be noted that only the information of the articles that respond to the inclusion and exclusion parameters described above is analyzed. Likewise, the use of the PRISMA method is chosen to address the phases (as filters) of identification, selection, eligibility and inclusion in order to know the final number of files to be reviewed.

Table 1. Overview of the PRISMA method

Section	Item
Selection Parameters	Inclusion and Exclusion Criteria
Data Sources	Scielo, Dialnet and Redalyc.
Search system	<p>((Administrative model) AND (PYMES) AND (business development)) Filters: Randomized Controlled Trial, from 2018 – 2023.</p> <p>((Administrative model of PYMES) AND (Ecuadorian business development)) Filters: Randomized Controlled Trial, from 2018 – 2023.</p> <p>(Administrative model of SMEs)</p> <p>(Ecuadorian business development)</p>
Election Procedure	Duplicate research that is not related to the subject under study is excluded. The topic and summary of each document are reviewed. Data are collected from the selected papers through a total review of each one.
Information Collection Procedure	Scimago was implemented to obtain information from different scientific journals.
Keywords	administrative model, SMEs, Ecuador, and business development.
List of information	The Interaction Between Administrative Models and the Growth of SMEs in Ecuador: An Analysis of Determinant Factors.
Mechanism of synthesis	The findings of this systematic review are presented in tables for proper understanding.

Prepared by: the author

## RESULTS

An advanced search was carried out in Scielo, Dialnet and Redalyc. Initially, 56 articles were obtained through different search systems, as shown in the following table:

Table 2. Results according to the database and search system.

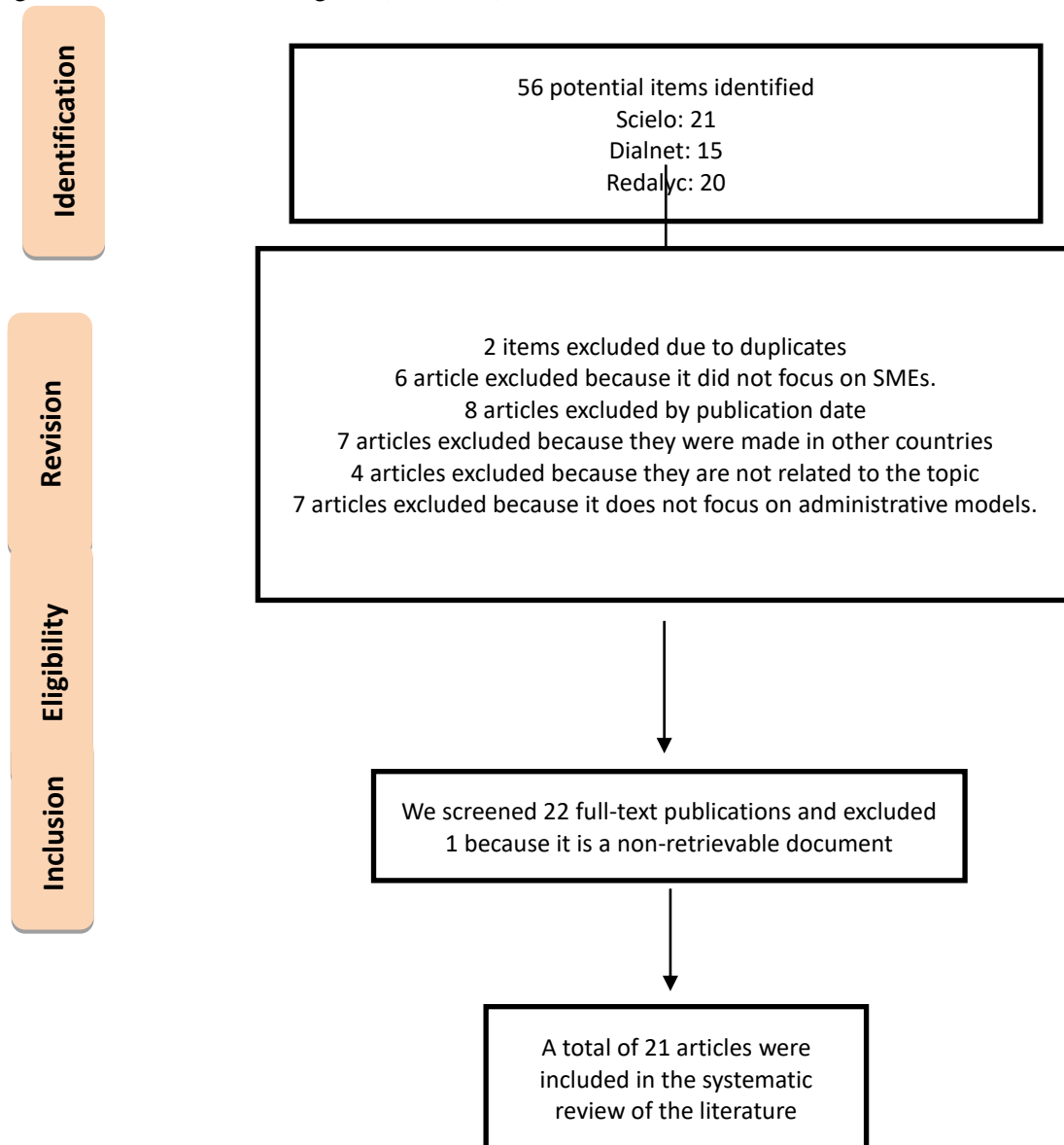
Database	Search system	Find
Scielo	((Administrative model of PYMES) AND (Ecuadorian business development))	21

Dialnet	((Administrative model) AND (PYMES) AND (business development))	15
Redalyc	((Administrative model) AND (PYMES) AND (business development))	20
	Total	56

Prepared by: the author

From all the results of each database, 21 articles were selected because they met both the inclusion and exclusion criteria, as explained below:

Figure 1. Item Selection Diagram (PRISMA)



Prepared by: the author

The 22 articles that were part of this systematic review respond to research carried out in Ecuador, published in databases such as Scielo, Dialnet and Redalyc, since the archives met the previously established inclusion parameters.

The following table describes important information for each selected item:

Table 3. Item traceability.

N	Author	Year	Magazine	Country	Database	DOI or URL
1	Litardo, W; Haig, S; Mayorga, M.	2022	Social Development Studies: Cuba and Latin America.	Ecuador	Dialnet	<a href="https://bitly.ws/35qLS">https://bitly.ws/35qLS</a>
2	Muños, L; Napa, Y; Pazmiño, W; Postleague, M.	2020	UNESUM-Sciences: Multidisciplinary Scientific Journal	Ecuador	Redalyc	<a href="https://bitly.ws/35qNx">https://bitly.ws/35qNx</a>
3	Sumba, R; Chóez, S; Peak, Y.	2022	Scientific Journal Domain of Science	Ecuador	Scielo	<a href="https://bitly.ws/35qPW">https://bitly.ws/35qPW</a>
4	Vasquez, G; Parrales, D; Morales, V	2021	Publishing Magazine	Ecuador	Dialnet	<a href="https://bitly.ws/BsgD">https://bitly.ws/BsgD</a>
5	Paredes, J; Toaquiza, B; Bonilla, F; Lopez, E.	2020	FIPCAEC Scientific Journal (Promotion of Research and Multidisciplinary Scientific-Technical Publication)	Ecuador	Scielo	<a href="https://bitly.ws/35qSu">https://bitly.ws/35qSu</a>
6	Yáñez, M; Yáñez, J; Morocho, J.	2018	University & Society	Ecuador	Redalyc	<a href="https://bitly.ws/35qT6">https://bitly.ws/35qT6</a>
7	Carrión, L; Zula, J; Castillo, L.	2018	Administrative Science	Ecuador	Scielo	<a href="https://bitly.ws/35qUE">https://bitly.ws/35qUE</a>
8	Townsend, J; Ayala, D.	2022	Science & Technology Magazine	Ecuador	Scielo	<a href="https://bitly.ws/35qVQ">https://bitly.ws/35qVQ</a>
9	Lasluisa, F.	2019	SIGMA Research Journal	Ecuador	Redalyc	<a href="https://bitly.ws/35qXn">https://bitly.ws/35qXn</a>
10	Pantoja, M; Arciniegas, G; Alvarez, S; Chunga, E.	2023	Operational Research	Ecuador	Scielo	<a href="https://bitly.ws/35qYj">https://bitly.ws/35qYj</a>
11	Solis, V; Hidalgo, H.	2018	ECA Synergy Journal	Ecuador	Dialnet	<a href="https://bitly.ws/35r25">https://bitly.ws/35r25</a>
12	Gaviláñez, M; Espín, M; Arévalo, M.	2018	Revista Observatorio de la Economía Latinoamericana	Ecuador	Dialnet	<a href="https://bitly.ws/35r3F">https://bitly.ws/35r3F</a>
13	Herrera, M.	2021	Journal of Economic and Social Science Research	Ecuador	Redalyc	<a href="https://bitly.ws/35r4Y">https://bitly.ws/35r4Y</a>

14	Ruiz, L; Herrera, M; Marcillo, A; Baque, M.	2022	Scientific Code Research Journal	Ecuador	Scielo	<a href="https://bitly.ws/35r64">https://bitly.ws/35r64</a>
15	Naranjo, F; Carrión, L; Bosmediano, F.	2022	University and Society Magazine	Ecuador	Scielo	<a href="https://bitly.ws/35r88">https://bitly.ws/35r88</a>
16	Huilcapi, N; Troy, K; Ocampo, W.	2020	Scientific Magazine World of Research and Knowledge RECIMUNDO	Ecuador	Redalyc	<a href="https://bitly.ws/35r8H">https://bitly.ws/35r8H</a>
17	Bermúdez, N; Bravo, A	2019	Economic X- Pedants	Ecuador	Dialnet	<a href="https://bitly.ws/35r9w">https://bitly.ws/35r9w</a>
18	Luciani, L; Zambrano, Á; Gonzalez, A.	2019	Cooperativism and Development	Ecuador	Redalyc	<a href="https://bitly.ws/35rbi">https://bitly.ws/35rbi</a>
19	Sarango, M.	2022	593 Digital Publisher CEIT	Ecuador	Scielo	<a href="https://bitly.ws/35rcS">https://bitly.ws/35rcS</a>
20	Ayón, G; Bravo, T; Parraga, C; Pluas, P.	2022	Scientific Magazine World of Research and Knowledge RECIMUNDO	Ecuador	Redalyc	<a href="https://bitly.ws/35rgJ">https://bitly.ws/35rgJ</a>
21	Holguín, L; Carrasquero, S; Suárez, O.	2023	University and Society Magazine	Ecuador	Scielo	<a href="https://bitly.ws/35rhG">https://bitly.ws/35rhG</a>

Prepared by: the author

Table 3. Results.

Author	Population	Benefit	Materials	Treatment/Process	Result
Litardo, W; Haig, S; Mayorga, M.	SMEs in Tungurahua	Strengthening the administration of Tungurahuaense SMEs.	Bibliography. Applicable Legal Standards and Processes. Parishes of the province. SWOT matrix.	Documentary review of the variables and on the legal regulations and processes in force at the national level regarding SMEs and enterprises. It addresses a diagnosis based on a census of the province to identify the elements that affect the performance of these companies and places them in a SWOT matrix for analysis. An administrative management model is designed to strengthen the current situation of SMEs with actions that contribute to the economic progress of	The variables that affect the administrative success of SMEs in Tungurahua are: lack of resources to innovate, absence of cost planning, little integration among entrepreneurs in this province, poor knowledge about management, administration, business, therefore, lack of trained labor.

				the province.	
Muños, L; Napa, Y; Pazmiño, W; Postleague, M.	Ecuadorian SMEs	Identification of the elements that hinder the optimal development of administrative processes.	Bibliographies taken from online books, reports, web portals, theses, journals and scientific articles.	It starts from the review of key concepts to understand the problem: such as: business development, SMEs, administrative process and current situation of SMEs in Ecuador.	The factors that impact the normal and good development of the administrative processes of SMEs in favor of their progress are the boom of the economy, leadership, company culture, innovation and knowledge management. In other words, in a globalized world, these companies have to learn to adapt and make the most of their administrative assets.
Sumba, R; Chóez, S; Peak, Y.	32 bibliographies	Presentation on leadership, as an administrative element, within the development of SMEs.	Bibliographies on the study variables.	It collects valuable information from 32 bibliographies related to leadership, administrative processes and growth of SMEs in Ecuador.	Nowadays, the commitment and integration of all human capital influences the empowerment of SMEs.
Vasquez, G; Parrales, D; Morales, V	6 Bibliographies	Recognize the value of administrative processes and their components in the growth of SMEs.	Digital books. Wikis. Indexed journals. Web portals and more.	Data collection on the topic addressed from different sources of information. Organization of the same according to its chronology. Analysis of the variables and definition of the results.	The main element that aggresses the administrative processes aimed at the rise of Ecuadorian SMEs is the lack of knowledge about this action, which in effect generates poor competitiveness and productivity. It also recognises the precariousness of economic and material resources.
Paredes, J; Toaquiza, B; Bonilla, F; Lopez, E.	15 bibliographies	Reflection on the factors that restrict the development of SMEs.	Reliable databases with documentation on the subject published in the last 5 years.	Consultation on the range of approaches that aim to define the components that limit the lifetime of SMEs. Organization of data and description of findings.	The determining factors of the administrative models that influence their development are: absence of administrative management mechanisms, lack of strategic planning, quality control, business management, use of technologies, training of personnel who are mostly part of the same family, and a barrier in financing because financial houses are inclined to



					provide loans to large companies.
Yáñez, M; Yáñez, J; Morochó, J.	11 bibliographies	Recognition of the value of the performance of human talent as a factor in business administration that contributes to the rise of national SMEs.	Databases with bibliography on the study variables and background information on the subject at the national level.	It describes the concept of the key variables of study as: Resources, human talent, processes, administration, SMEs and business development.	Human resources are an essential factor in the management of the sustainable future of SMEs, where their efficiency, innovation, preparation and proper management grant high levels of competitiveness for the organization in order to survive in the market to which it is focused.
Carrión, L; Zula, J; Castillo, L.	Ecuadorian Catering SMEs	Application of an administrative management model in national catering SMEs.	Databases with bibliography referring to administrative management schemes for SMEs and background on their use in companies in this sector that operate in the nation.	Analysis of the information found in the sources. Study of the reality of these SMEs and the use of administrative management models. Definition and understanding of the results.	There is no administrative management model for catering SMEs in the country because the existing ones are aimed only at large companies. The design of a model of this nature has to consider important elements that ensure the permanence and success over time of these SMEs, such as human talent and organizational culture.
Townsend, J; Ayala, D.	15 bibliographies	Use of ICT in administrative models for the development of educational SMEs.	Databases with bibliography on factors that impact administrative processes and the advancement of ICT in the cloud.	It starts with the description of the elements that influence administrative processes by means of qualitative data. It presents the impact of ICT on these processes based on previous statistical studies.	The factors that influence the integration of ICT in the administrative management model of Ecuadorian education SMEs are economy of scale, cost minimization, democratization of ICT and the value of adopting a scheme as a framework since it provides a structure on technological resources to start with the transformation to the cloud in this type of management.
Lasluisa, F.	8 Bibliographies	Explanation of the qualities of the administrative model of SMEs in the industrial sector in Ecuador.	Databases with bibliographies related to the topic studied.	Review of information on the subject. It cites the opinions of some researchers on the problem and studies the current situation of national companies compared to others in	The basis for the success of any administrative model of SMEs in the industrial sector, and of all in general, lies in innovation and continuous

					order to establish the characteristics that SMEs in the industrial sector demand in order to achieve success in their administrative model.	improvement that guarantee the profitability of each company due to the potential development of its productivity.
Pantoja, M; Arciniegas, G; Alvarez, S; Chunga, E.	236 artisans from San Antonio de Ibarra	Identification of factors that influence the administrative success of the artisans under study.	Bibliographies. Surveys. Observation.	Determination of concepts and theories about variables. Application of the observation and survey to the artisans of San Antonio in Ibarra. Determination of the factors that impact the success of companies at the administrative level.		Factors such as the organization of available resources, strategic planning and the quality of available human talent are identified, i.e., the administrative skills and abilities of the staff, their sense of belonging and teamwork.
Solis, V; Hidalgo, H.	123 SMEs in Manabí	Impact of administrative management on the sustainability of SMEs in Manabí.	Bibliographies. Surveys. Likert scale. SPSS Statistical Software	Argumentation of the variables. Selection of a sample. Design, reliability calculation of the survey with Likert scale and application in SMEs. Identification of results.		Administrative management influences the sustainability of companies because goals are the engine of companies and administration where the link between them is inescapable, therefore, the destiny of every SME responds to the administration. However, the SMEs analysed achieve their goals empirically without a traditional administrative scheme, in addition, taking care of their liquidity, but not the use of formal strategic plans.
Gavilánez, M; Espín, M; Arévalo, M.	30 bibliographies	Importance of the efficiency of administrative management in the evolution of Ecuadorian SMEs.	Databases with valuable information.	Review of the concepts of variables. Identification of the reality faced by national SMEs in terms of business management.		It is appreciated that the training and professional growth of employees is essential in determining the current situation and in the future of SMEs, where the organization and generation of strategies is essential when it comes to achieving favorable results.
Herrera, M.	15 items	Recognition of the effect of administrative management on SMEs in La	Databases such as: Redalyc and Dialnet.	Analysis of the contents described in the articles based on the variables under study.		Disorganization, innovation and competitiveness are the main factors that affect the business

		Concordia, province of Santo Domingo de los Tsáchilas.			development of SMEs in the canton of La Concordia. Indeed, it is necessary to undertake a restructuring and strategic direction in order to overcome the problem diagnosed in these companies.
Ruiz, L; Herrera, M; Marcillo, A; Baque, M.	28 bibliographies	Description of the factors that restrict the economic development of SMEs in Quinindé, province of Santo Domingo de los Tsáchilas.	Databases such as Google Scholar, Dialnet, and Redib.	Review of the literature on the problem posed. Analysis of the impact and value of Quinindé's SMEs in the province and the country. Exploration of the elements that affected the economic growth of these SMEs during 2022.	It is determined that the administrative factor is the one that greatly affects the economic progress of the SMEs of Quinindé, due to the lack of tools that allow the management and administration of human capital, the poor preparation of the collaborators, the lack of knowledge of the competitors, the lack of updating of knowledge about the current regulations, the absence of a strategic plan and the absence of automated inputs.
Naranjo, F; Carrión, L; Bosmediano, F.	90 SMEs in Santo Domingo de los Tsáchilas.	Describe the reality of the administrative management of SMEs (commercial sector) in the city of Santo Domingo de los Tsáchilas.	Databases with bibliography on the subject. Surveys. Likert scale. SPSS Program.	The variables are theoretically substantiated. The sample of SMEs to be evaluated in the city under study is calculated. A survey with a Likert scale is designed and applied to the owners or managers of each company in person. 17 SMEs did not participate in the survey.	The business education of SME leaders is essential in their development because it helps them achieve the goals set in the short and long term, which can be seen in the organizations evaluated; However, there is a poor level of organization, a situation that creates problems in the normal execution of activities. This limits the stable progress of SMEs.
Huilcapi, N; Troy, K; Ocampo, W.	31 bibliographies	Updating knowledge on the impact of the administrative situation on SMEs in Ecuador after the health emergency.	Digital books. Third and fourth level theses. Scientific journals. Newspapers. Trials.	Analysis of information taken from databases to better understand concepts and experiences on the subject. Discussion of the findings is also addressed.	Given the decrease in demand due to the pandemic, it is necessary for SMEs in Ecuador to work on the use and adaptation of administrative schemes to solve this drop, where the key points to address are:

					setting short and long-term goals, strategic planning for the appropriate use of available resources (material and human), Adopting technology, taking advantage of opportunities and fostering organizational culture.
Bermúdez, N; Bravo, A	6 Ecuadorian SMEs	Describe aspects that led to the closure of SMEs in the period 2007 - 2016	Databases with information related to the subject. Portal of the Superintendence of Companies, Securities and Insurance.	Review of the literature on the subject. Selection of 5 companies based on inclusion and exclusion criteria. Study of the factors that led to the closure of companies in the country.	The factors that motivate the closure of domestic SMEs are the lack of administrative, management and financing approaches. Of the former, the lack of specialization of the workforce and the stagnation of organizations in the face of the constant advance of technology worldwide are recognized.
Luciani, L; Zambrano, Á; Gonzalez, A.	170 SMEs	To know the elements that affect the competitiveness and productivity of SMEs in El Oro.	Databases with indexed bibliography. Survey.	Bibliographic research on the current situation of SMEs in the country. Contextualization of the problem in the scenario of the province under study. Sample selection. Design and implementation of a survey of civil servants.	The factors that affect the competitiveness and productivity of SMEs in El Oro come from the administrative field, these are: lack of planning, lack of research on competition and poor distribution of resources.
Sarango, M; Jaya, I.	50 SMEs	Identification of administrative models used in SMEs in Machala.	Databases. Survey.	Study on the reality of the SMEs of Machala through the review of background and theoretical foundation of the variables. Selection of the sample based on data published by the Superintendence of Companies, Securities and Insurance.	The factors that determine the selection of an administrative model for SMEs in Machala are: commercial activity, structure, relationship with customers, established goals and quality and innovation that they intend for the goods/services offered.
Ayón, G; Bravo, T; Parraga, C; Plus, P.	1 SME	Analysis of the impact of the administrative part on the progress of the company.	Databases. Interview. Observation. Survey.	Theoretical review of the variables in order to deepen the knowledge essential for the study of the problem posed. Selection of a case (SME) to be analyzed: Panadería Pasta Pisc.	Management has a negative influence on the SME studied due to the presence of factors such as: empirical management of administrative processes, lack of clarity in the

				Design and application of data collection techniques.	objectives and goals of the organization and its socialization with internal customers.
Holguín, L; Carrasquero, S; Suárez, O.	210 SMEs	Global vision of the administration and ethics of SMEs in Guayaquil.	Databases with quality information. Survey.	Theoretical foundation of the variables. Sample selection. Formulation and application of the data collection technique.	The SMEs of Guayaquil do not emphasize in the work on aspects closely linked to business ethics such as; CSR, due to the extensive investment it requires and because they do not see it as indispensable in their line of business. Despite this, the management model is not affected. However, the need to promote this aspect through the use of efficient regulations by public and private entities is recognized.

Prepared by: the author

## DISCUSSION

The results show that the process of interaction between administrative models and the development of SMEs in the country is based on a series of factors, whose presence positively or negatively influences the parties.

One of the most predominant elements in this relationship is the knowledge possessed by the human talent of these companies, as this defines the advance, limitation or regression of SMEs, hence a company with trained personnel is more likely to achieve success in contrast to one that does not care about this factor. (Litardo y otros, 2022)

Consequently, it is recorded that an SME with human resources with experience and training that leads the organization is capable of achieving an optimal development of administrative processes, organizational culture and knowledge management, aspects that are indispensable in today's globalized world. (Muños y otros, 2020)

For this reason, the researchers assert that the commitment and integration of all human capital has an impact on the improvement of Ecuadorian small and medium-sized enterprises, because the combination of the administrative skills and abilities of the staff, their sense of belonging and teamwork are part of the pillars of this path to progress. (Sumba y otros, 2022) (Pantoja y otros, 2023)

Work on these variables is necessary to overcome the problems that afflict this business sector in the nation, where the problem stems from the lack of knowledge about the value of the use of administrative models in business, which falls on the lack of competitiveness, as well as on the absence of research on competition. (Vasquez y otros, 2021) (Luciani y otros, 2019)

This argument is based on the evidence provided by research carried out in SMEs, where it has been appreciated that they achieve their goals empirically without a traditional administrative scheme, in addition, taking care of their liquidity, but not the use of formal

strategic plans or in the innovation they intend for the goods/services offered. (Solis & Hidalgo, 2019) (Sarango & Jaya, 2022)

This is probably due to the fact that most SMEs are family-owned, that is, they do not invest in the hiring of more specialized personnel, that is, those who know about administrative management mechanisms, lack of strategic planning, quality control, business management, use of technologies, even in the organization and generation of strategies that are essential when it comes to achieving favorable results. (Bermudez & Bravo, 2021) (Paredes y otros, 2020) (Gavilánez y otros, 2018)

Although human resources are important, the value of economic resources is not neglected as another determining factor in this relationship, access to which is restricted given that Ecuador's financial houses are inclined to provide loans to large companies rather than to SMEs. (Yáñez y otros, 2018)

In terms of material resources, it can be seen that nowadays it is essential to integrate ICT into management models when it comes to the development of all SMEs, regardless of the sector to which they are focused (education, service, industry) because it allows continuous improvement, the automation of certain processes and consequently the increase in productivity and profitability. (Townsend & Ayala, 2022) (Lasluisa, 2019)

These factors lead us to reflect on the importance of addressing a restructuring and strategic direction to overcome this problem that greatly affects the progress of SMEs, whose first action would be the business education of their leaders with a basis of business ethics such as CSR, whose momentum has been precarious in the country. (Herrera, 2021) (Ruiz y otros, 2022) (Naranjo y otros, 2022) (Holguín y otros, 2023)

Likewise, this training should be oriented to knowledge about setting short and long-term goals, strategic planning for the appropriate use of available resources (material and human) and taking advantage of opportunities. In this way, we would not fall into the error of empirically handling administrative processes, lack of clarity and socialization of objectives and goals. (Huilcapi y otros, 2020) (Ayón y otros, 2022)

## CONCLUSIONS

When analyzing the determining factors in the interaction between administrative models and the growth of SMEs in Ecuador, the following are identified: the lack of knowledge and preparation of human talent, the investment in innovation due to the financing barriers of banking entities that choose to work with large companies and the adoption of technology in their processes, since the absence of these has limited the progress of these companies in Ecuadorian territory. Indeed, there is a need to promote the training of the leaders of these businesses on key points such as the generation of short- and long-term goals, a readjustment of their structure and the use of the opportunities offered by the sector to which they are dedicated.

## References

- Ayón, G., Bravo, T., Parraga, C., & Pluas, P. (2022). Administrative management and business development case study: Pasta Pics bakery, Jipijapa City. *Scientific Journal World of Research and Knowledge*, *RECIMUNDO*, 6(3). [https://doi.org/https://doi.org/10.26820/recimundo/6. \(3\).June.2022.334-343](https://doi.org/https://doi.org/10.26820/recimundo/6. (3).June.2022.334-343)
- Bermúdez, N., & Bravo, A. (2021). Predictive model of the determinants of business closure of MSMEs in Ecuador period 2007 - 2016. *Economic Interests*, 3(5), 78-93.

- Carrión, L., Zula, J., & Castillo, L. (2018). Analysis of the management model in small and medium-sized companies and its application in the catering industry in Ecuador. *Administrative Science*, 82-102.
- Espinoza, A., & Venturo, C. B. (2020). Factors influencing the growth of footwear MSEs. *INNOVA Research Journal*, 5(2), 67-81. <https://doi.org/https://doi.org/10.33890/innova.v5.n2.2020.1295>
- Gavilánez, M., Espín, M., & Arévalo, M. (2018). Impact of administrative management on SMEs in Ecuador. *Revista Observatorio de la Economía Latinoamericana* (Online).
- Herrera, M. (2021). Administrative Management Strategies for the Sustainable Development of Entrepreneurship in La Concordia. *Journal of Economic and Social Science Research*, 1(4), 56–69. <https://doi.org/https://doi.org/10.55813/gaea/jessr/v1/n4/42>
- Holguín, L., Carrasquero, S., & Suárez, O. (2023). Participation of SMEs in corporate social responsibility processes in Guayaquil, Ecuador. *Journal of University and Society*, 15(2), 461-466.
- Huilcapi, N., Troya, K., & Ocampo, W. (2020). Impact of COVID-19 on the strategic planning of Ecuadorian SMEs. *RECIMUNDO: Scientific Journal of Research and Knowledge*, 4(3), 76-85. <https://doi.org/76-85>
- Lasluisa, F. (2019). Entrepreneurial characteristics in SMEs in the Industrial Sector. *SIGMA Research Journal*, 6(1), 40-49.
- Litardo, W., Haig, S., & Mayorga, M. (2022). Management model for the technical strengthening of entrepreneurs in the province of Tungurahua, Ecuador. *Social Development Studies: Cuba and Latin America*, 10, 174–187.
- Luciani, L., Zambrano, A., & Gonzalez, A. (2019). ECUATORIAL MSMEs: A vision of their entrepreneurship, productivity and competitiveness for the sake of continuous improvement. *Cooperativism and Development*, 7(3), 313-332.
- Muños, L., Napa, Y., Pazmiño, W., & Posligua, M. (2020). Administrative processes: a study of the business development of SMEs. *UNESUM-Sciences: Multidisciplinary Scientific Journal*, 4(4), 29-40.
- Naranjo, F., Carrión, L., & Bosmediano, F. (2022). Administrative management in SMEs in the commercial sector in the city of Santo Domingo in Ecuador. *Journal of University and Society*, 14(3), 504-513.
- Pantoja, M., Arciniegas, G., Álvarez, S., & Chunga, E. (2023). Factors that influence the enterprises of the artisans of San Antonio de Ibarra. *Operational Research*, 40(2), 242-248.
- Paredes, J., Toaquiza, B., Bonilla, F., & López, E. (2020). Analysis of the factors that limit the economic growth of small and medium-sized enterprises in Ecuador. *PCAIP Journal*, 5(17), 255-267. <https://doi.org/http://fipcaec.com/ojs/index.php/es>
- Ruiz, L., Herrera, M., Marcillo, A., & Baque, M. (2022). Analysis of factors that limit economic growth in SMEs in Quinindé period 2022. *Scientific Code Research Journal*, 3(3), 316-333.
- Sánchez, F., Carrión, L., & Bosmediano, F. (2022). Administrative management in SMEs in the commercial sector in the city of Santo Domingo in Ecuador. *Journal of University and Society*, 14(3), 504-513.
- Sarango, M., & Jaya, I. (2022). Administrative models in SMEs in the commercial sector of the city of Machala. *Digital Publisher*, 7(3), 121-133. <https://doi.org/doi.org/10.33386/593dp.2022.3.1078>
- Solis, V., & Hidalgo, H. (2019). Administrative management and its impact on the financial sustainability of SMEs in the manufacturing sector of Manabí. *Journal of RCT Synergy*, 10(1), 59-69.
- Sumba, R., Chóez, S., & Pico, Y. (2022). Business Leadership as a factor in the development of SMEs. *Science Mastery Scientific Journal*, 8(1), 262-279. <https://doi.org/http://dx.doi.org/10.23857/dc.v8i1.2570>

- Townsend, J., & Ayala, D. (2022). Model for the integration of ICT in the cloud to administrative management in SMEs in the education sector. *Journal of Science & Technology*, 22(36), 63-75.
- Vásquez, G., Parrales, D., & Morales, V. (2021). Administrative process: a determining factor in the organizational development of MSMEs. *Revista Publicando*, 8(31), 258-27. <https://doi.org/https://doi.org/10.51528/rp.vol8.id2249>
- Yáñez, M., Yáñez, J., & Morocho, J. (2018). Importance of human resources in micro, small and medium-sized enterprises in Ecuador. *University and Society*, 10(2), 89-93.