

Social Inclusion and

THE FUTURE OF WORK

JOSÉ SÁNCHEZ-GUTIÉRREZ

TANIA-ELENA GONZÁLEZ-ALVARADO

COORDINATORS



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Núcleo Los Belenes
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Prologue

Social Inclusion and the Future of Work is of interest to those who expect a critical but positive vision of the times we live. Experts explain the situation of the organizations, institutions and regions according to resilience, creativity and digital innovation for the future of work, social inclusion and the Sustainable Development Goals (SDGs). SDGs are considered as the essential guidelines that facilitate the strategic consideration of the future of work and social inclusion, even more in times of pandemic.

Each part of this book was based on empirical real-life evidence from enterprises, universities, governments and institutions. All of these studied organizations are part of the competitive environment. The writers believe in economic progress in line with innovation, resilience, entrepreneurship and international cooperation between regions, countries and corporations.

The authors are from the United States of América, Greece, Spain, Poland, Peru, and Mexico. All of them are experts in Economic and Business Sciences. The universities that participate in this project are the John Jay College, City University of New York, Universidad Andina del Cusco, Universidad Nacional de Educación a Distancia, Universidad Autónoma Metropolitana-X, Instituto Politécnico Nacional, Universidad Autónoma de Nuevo León and Universidad de Guadalajara.

This publication was created following the best practices of scientific edition. Turnitin was applied to favor the originality. The editorial team carefully analyzed the quality and originality of the contents. Every chapter was selected, evaluated, and modified with the support of international peers. Editors and authors hope is that this book will contribute to the advancement of theoretical and practical knowledge

Dr. José Sánchez-Gutiérrez

Chapter 9

Adaptability of Small and Medium-Sized Businesses and E-Commerce

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Adaptability of Small and Medium-Sized Businesses and E-Commerce

Luis-Alberto Bellon-Álvarez
Universidad de Guadalajara, Mexico

INTRODUCTION

Humanity from its origins has been characterized by being in permanent evolution, that is why the world is also distinguished by being in constant change.

Although, certainly in recent decades we have witnessed how these changes that have been occurring in society are becoming faster. This phenomenon also affects the business world, so companies must also be prepared for such changes and have the capacity to adapt to them.

Specially, because markets around the world are characterized by being increasingly competitive, so companies to be successful and be able to stand out in those markets must have the ability to adapt to the changes that occur in the market.

That is why the managers of any company have a central role in the organizations they lead since they are the ones who determine the course to follow, which is why they must be able to have a clear vision of the future that they want to their company and the way to achieve it.

So, it is very important to study the process of organizational change in companies, because, this allows to know what factors influence in the process of change, as well as to know the obstacles that must be resolved to achieve it, such as the resistance to change, which is a very common phenomenon that occurs in the company personnel.

The e-business perspective indicates that there must be managerial effectiveness that implies management effectiveness and efficiency, in other words, of all those who have decision-making power, within organizations to join the change in the new logic of the digital economy.

The vertiginous changes that we live in the business world motivate the entrepreneur to prepare themselves adequately to face the strategic action, which is already assimilated as a concept of modern management.

Small and medium-sized businesses are more flexible to adapt to change and the needs that appear by the contingent phenomenon. No matter how small a company is; its owners, managers, and professionals must be prepared to develop an organizational growth strategy.

THEORETICAL FRAMEWORK

The procedure by which any process of organizational change is established turns out to be quite complicated since firms need to face a variety of obstacles of a different nature than hinder or make their implementation impossible.

Carrying out an analysis of an organizational change is highly relevant since companies are in an incessant metamorphosis, therefore the importance of understanding as best as possible how companies change and the reasons why these changes are made or not.

The arrival of the Internet dramatically changed the world. This is because the Internet is not only an efficient way of exchanging information. The Internet has become the core part of e-business.

Electronic business has experienced considerable expansion thanks to the emergence of the Internet, which has provided excellent business and commerce opportunities for all kinds of organizations, facilitating the possibility of extending its portfolio of buyers everywhere.

Along with this phenomenon, there is the trend that occurs throughout the world, which follows a path towards the commercial opening and the globalization of international markets, specially in the last twenty years of the 20th century and the beginning of the 21st century. International trade has generated a series of links around the world, causing companies to operate in a virtual market, and not only in physical markets.

The emergence of a new economy, which rests on a new class of company, production models, and technological supports, has its greatest elements on the Internet and in electronic business.

E-business is for companies, something that overcomes technological organizational change. The challenges that a company must face when joining the virtual business arena require adopting specific management skills and

tactics that must be provided by the company's organizational culture. It is a very revealing evolution in systems and in the way of organizing work and methods.

The increase in the use of the Internet throughout the world has enormous potential, since it decreases costs of distribution of goods and services, and overcomes the geographical boundaries, facilitating the exchange between suppliers and consumers (Gangeshwer, 2013). This development has stimulated the emergence of new business models, among which, stand out the digital marketing, e-commerce, and electronic business.

Since the beginning of the 21st century, research on electronic business has been a topic of international relevance, Libu and others (2016) and Zeng and others (2017) point out that 2010 to 2012 stand out for the studies on this topic. Currently, electronic business is considered a very important subject of study due to its impact on economic and social development.

E-business or electronic business is defined as a concept in the process that details the procedure of buying-selling, or exchanging information, goods or services through computer networks that involve the use of the Internet (Janita & Chong, 2013).

Whereas for Jarvenpaa and Tiller (1999), electronic business is the automation of transactions, communication, and interaction using ICTs. According to Damanpour (2001), electronic business is any business activity that modifies external and internal relationships, generating value and exploiting the opportunities that arise in markets influenced by the new rules of the interconnected economy in which we live.

Electronic business refers to the impact of electronic commerce on business, understood as a series of activities carried out in the organization by which a series of inputs are transformed into outputs that create value for a customer.

It redefines an organization's methodology by interconnecting it with shareholders, consumers, and vendors (Hackbarth & Kettinger, 2000). Therefore, the company must be reorganized; so that the company exchanges products, services, capital, and Know-how digitally, that is, using Internet-based ICTs.

1 Inputs: all kinds of resources received from the external environment.

2 Outputs: product or result of the organization's activity. Results.

SMEs have structural, organizational, and economic characteristics that put them at a disadvantage compared to large companies, a situation that can be balanced with the use of electronic business (Erum, Rafique & Ali, 2017).

Electronic businesses can help promote the development of SMEs (Kurnia *et al.*, 2015; Ueasangkomsate, 2015), by selling directly to the end customer or other companies. While Freathy and Calderwood (2016) indicate that e-business has enormous benefits for customers.

In turn, Gallego, Bueno and Terreño, (2016), mention that the buying and selling operations of business firms through e-business are increased. Electronic business drives the economic development of both companies; as from underdeveloped and developed countries (Gutiérrez & Nava, 2016; Moon et al., 2017).

E-business is a young type of commerce. The first indications of the electronic business date back to 1948, but it was in the 1970s that financial companies standardized their use, having great growth in the 1990s, due to the emergence of new ICTs, and bringing new niche markets. (Fernández *et al.*, 2015).

These new technologies had an impact on companies, causing organizational changes that improved productivity, organizational structure, effectiveness, decision-making, competitive advantages, and processes through their simplification. (Ganga & Aguila, 2006).

The field of electronic business can be studied and analyzed from different perspectives such as technology, economics, marketing, and new processes, infrastructure, electronic links, value creation through information, market-making, legislation (Shaw, 2000); as well as, strategic, organizational, and social. (Águila & Padilla, 2001). The adoption of e-business and digital marketing is a topic widely studied by several authors (Chen & Holsaplle, 2013; Wong & Yazdanifard, 2015; Abed, Dwivedi & Williams, 2015; Libu *et al.*, 2016).

The study of organizational change and its relationship with electronic business covers various aspects, such as electronic commerce and organizational change, the impact on organizations of the use of information and communication technologies (Reix, 2002), strategic alignment and business operation (Bergeron et al., 2002), challenges and effects in new information systems, understanding of business models and strategies (Afuah 2003).

Águila & Padilla (2001) and Fresco & Álvarez (2000) study the process of organizational change, taking Electronic Business as a starting point for their study and analysis.

According to the Chuang model (2005), Enterprise Resource Planning, Supply Chain Management, and electronic commerce are systems that incorporate business processes that result in greater flexibility and better response time by reducing barriers between functional departments.

It stands out in this axiom that electronic commerce is a process that interacts exclusively with the buyer since the supply procedures are linked to the Supply Chain Management process.

This reflects that electronic commerce is a subsystem of electronic business. Due to the importance of electronic business, it is essential to carry out digital marketing activities. To do this, you must have adequate e-commerce solutions that ensure the success of the company (Gerrikagoitia *et al.*, 2014).

Electronic business is defined as the use of Internet technologies to link employees, buyers, sellers, and business partners, using at least some of these cases: (a) e-commerce Internet sites that provide sales transactions, (b) Internet sites to serve customers, (c) business information portals, (d) supply chain extranets, and (e) IP-based electronic data interchange. (Wu *et al.*, 2004).

E-commerce is a particular type of electronic business and refers to all business activities that use the Internet to change business relationships and take advantage of business opportunities, influenced by an interconnected economy.

E-commerce takes advantage of the Internet as a profitability factor. This stage is called the electronic business and covers all the applications and processes that allow a company to carry out commercial transactions. In addition to including e-commerce, electronic businesses consider both internal and external applications of the company.

Thus, electronic businesses deal with e-commerce transactions, Internet sales, and purchases; They are strategies that redefine the old way of doing business, with the help of technological innovations, increasing buyer value, and profits. Electronic businesses seek the path to profitability. (Kalakota & Whinston, 2001).

Concerning the review of the bibliography, Chan & Swatman (2000) discover that the study on the implantation of computer systems and information technologies in previous research, suggests that the use of theories of diffusion of innovation or administration of the change, help to understand the procedure of adoption and implementation of the change.

There is research that is based on the theory of innovation, which highlights the adoption of technology. (Drury & Farhoomand, 1996; Pfeiffer, 1992). On the other hand, some works are based on theories of change, which emphasize the phases involved in the implementation of change. (Ginzberg & Shulz, 1987; Zand & Sorensen, 1975; Zmud & Cox, 1979).

Through a meta-analysis, a significant relationship was found between the organizational adoption of technological innovations and various potential determinants. Among those that stand out are the attitude of the leaders, centralization, idle resources, internal and external communication, and attitude towards change. In turn, 4 types of moderators were studied: organization class, adoption phase, innovation class, and range of innovation. (Damanpour, 1991).

Additionally, organizational factors affect the sophistication of ICT management, helping to increase the adoption rate of electronic businesses (Jones, Motta & Alderete, 2016).

Ndeta, Katriou and Siakas (2015) point out that a limitation of traditional workflow systems is that they can only support simple, static and predictable

processes, but not dynamic and complex processes found in many e-business companies.

These workflow systems bring together explicit product models and processes, requiring a fully specified workflow design that can be modified to show organizational change every time it occurs. Such workflow design patterns can be seen as generalized solutions to recurring problems in e-business. Proven solutions can be reused to solve recurring problems in the e-business environment characterized by uncertainty and variations.

For his part, Pare´ and others (2011), indicate that change, clarity of vision, organizational flexibility, the effectiveness of change, project validity, and collective self-efficacy are indicators of readiness for organizational change, eventually leading to the adoption of changes based on ICTs. Smith (2016), points out that, among the best possible opportunities to face change, are technological solutions, which support their business vision of the future, since they would be the basis for that change.

Both the presence and the philosophy of leadership in ICTs have a positive effect on organizational transformations that use technology as a tool for change. Leavitt's Model of Organizational Change indicates that the information and knowledge generated by the new solution can be used to make the company do new and innovative things.

While Perdigón, Viltres, and Madrigal (2018), establish that technological progress causes an important organizational change in the international business field and fortifies its intervention in the digital age through the possibilities that the Internet and ICTs give in the business environment.

Change is a reality for all types of companies. The forces driving this need for change come from different sources. As part of the internal forces, it can be mentioned from a redefinition of the strategy or variations in the workforce.

Additionally, the external forces of the company such as the market itself, government legislation, labor market turmoil, technology, and economic changes, help drive the need for change (Robbins & Coulter, 2000).

One of the forerunner studies in the field of organizational culture change was proposed by Lewin (1951). The model he formulated for cultural change is made up of three stages that have been adopted in subsequent research on this topic. The 3 stages proposed are: thawing, changing, and freezing.

Collins and Porras (1994), studying the practices of successful and visionary companies, found that the companies that survive are those that are based on stable values and that are flexible to adapt to changes in the environment around them.

The change in organizational culture is required for the company to subsist and in this context, the internet is a stimulus for this new organizational culture and a facilitator of it. The role of leaders is crucial, therefore the role that the senior change managers have had in the organizational culture change of successful companies must be emphasized.

Correct change management will give the organizational flexibility that the company requires to adapt to the changes; the speed that the Internet economy requires, and the courage to accept taking risks is the beginning for innovation; in turn, collaboration and teamwork will produce revenues through new business models.

In summary, the orientation of the electronic business perspective postulates that there must be managerial effectiveness, which in turn needs executive efficiency. It is essential that the management of a company is efficient and efficacy, so these characteristics must be possessed by all the members of the company; since it is essential that the organization be effective in its performance.

RESEARCH METHODOLOGY

To carry out the present study work, two stages had to be carried out: in the first instance, an analysis of a theoretical nature was made, within which a search was carried out concerning the theoretical framework of the subject studied; secondly, an empirical analysis was performed.

As part of the empirical analysis, a compilation of the information obtained in this research project was made, for which a questionnaire was designed, which was made up of a series of closed questions, which covered the response alternatives to each questioning, so, this questionnaire is the research instrument used for the present investigation.

Unit of Analysis

Within this study project, business organizations whose characteristics were:

1. Being Small and medium-sized businesses were investigated (1 to 250 employees).
2. Entities of the Economic sector commercial
3. Located in the Guadalajara Metropolitan Area (GMA) (Guadalajara, Zapopan, San Pedro Tlaquepaque and Tonalá).

Sample

For this research, a non-probabilistic sampling was used, for which the questionnaire was administered as a research tool to 78 individuals who are part of the workforce of 78 SMEs in the commercial sector, who had an organizational change process.

According to SIEM, in Mexico 69% of businesses are engaged in commerce, while the industrial-manufacturing sector is 7%, 21% is from the service sector and only 1% is from the mining and agricultural sector.

Operationalization of Variables

Within the present investigation, the variables were operationalized through the use of graduated questions with the Likert Scale. Which uses affirmations that indicate the attitude, positive or negative about the questioning. For the study, the respondents were asked to externalize their level of agreement or disagreement, on each statement, to establish how favorable or unfavorable their point of view is on the topics under study.

Problem Statement

The internet has an increasingly important role in our lives, both in daily life and in business, with electronic business being a clear example of this. This research aims to determine what are the effects and factors inherent to electronic business, which influence the implementation of an Organizational Change process in commercial organizations, installed in the Guadalajara metropolitan area, whether they favor or hinder that process.

So, for this project, the research questions that were asked are:

What factors related to the electronic business were involved in an organizational change in small and medium-sized businesses located in the GMA?

What effects does e-business have on an organizational change in small and medium-sized businesses located in the GMA?

Research objectives

The objective of this work is to determine what factors inherent to electronic business intervened in an Organizational Change in small and medium-sized businesses located in the GMA.

Another objective is to establish the effects that electronic business has in an Organizational Change in small and medium-sized businesses located in the GMA.

Hypothesis

The hypotheses formulated for this investigation are:

H1: Electronic Businesses contribute to the implementation of an organizational change process in small and medium-sized businesses located in the GMA.

H2: The commercial opening, favors the organizational change through the electronic businesses in small and medium-sized businesses located in the GMA.

Collection and processing of information

For this work, the research instrument that was used was a questionnaire made according to the information obtained in the bibliography consulted, and with which it was intended to determine which factors related to electronic business influenced an organizational change in small and medium-sized businesses located in the GMA.

Therefore, a structured questions survey was made to distinguish these factors. Once the information was obtained, the results were examined and classified.

To check the reliability and consistency of the research instrument, it was determined which is the Cronbach's Alpha. The KMO Sample Adequacy Measure and the Bartlett Test were also obtained to determine that the variables are correlated and factor analysis is feasible.

For the empirical study of this work that aims to establish how electronic business intervenes in a change in organizational culture, the degree of significance of the ANOVA (analysis of variance) was determined, by relating variables associated to electronic business, with the effects that they might have on an organizational change, and with certain factors that contribute or hinder the implementation of a change in organizational culture.

RESULTS OF FIELD RESEARCH AND DISCUSSION

As part of this research work, a study of electronic business was made as a study perspective that examines the process of organizational change; and within the research instrument used, certain questions that analyze the organizational change from the perspective of electronic business were considered in this questionnaire.

This study was carried out through personal surveys with employees who participated in the process of an organizational change in the companies considered, they were administered the questionnaire that was made for this work, and which was used to study the hypotheses presented.

Therefore, for the study, certain questions related to the perspective of electronic business were considered. Additionally, Cronbach's Alpha was determined, as well as the Bartlett's Test and the KMO (Table 1).

Table 1. Cronbach's Alpha of the Electronic Business variables

Reliability statistics	
Cronbach Alfa Coefficient	Number of Elements
0.813	24

Source: Own elaboration based on the results of the SPSS.

According to the statistical result of reliability, Cronbach's Alpha turns out to be of high consistency, 81.3% of reliability, which demonstrates a high level because the approximation of the statistic is close to 1.00, in addition to the fact that the variables of the questionnaire are they consistently applied, that is, that the general trends and correlations can be described in depth through multivariate analysis, for which it is necessary to understand the level of adjustment between the groups according to a factorial analysis KMO and Bartlett's Test (Table 2).

Table 2. KMO and Bartlett Test

Kaiser-Meyer-Olkin.measure of sampling adequacy	0.649	
Bartlett esphericity Test	Squared Chi aprox.	745.535
	gl	276
	Sig.	0.000

Source: Own elaboration based on the results of the SPSS

If. Sig. (P-value) <0.005 H0 (null hypothesis)> factor analysis can be applied.

If. Sig. (P-value)> 0.005 H0 is rejected> factor analysis cannot be applied.

The results indicate that the level of significance obtained by being zero is representative since the closer it is to zero, the test will be more satisfactory.

The most significant variable is the commercial opening in the world, followed by the process of market globalization; which indicates that electronic businesses are benefited by this process of commercial opening and by the globalization that occurs in the world, which contributes significantly to companies venturing into electronic businesses.

Technological innovation and information technologies, on the other hand, are also significant variables related to electronic business, since these technological advances are required to promote electronic business in companies.

Interviewees were asked if they think e-business was a determining factor in deciding that the company would make the organizational change. This when considering that due to the changes that have occurred in society, the economy, culture, in the technological field, in the governmental environment and international markets, these have been aspects that served to generate innovative ways of doing business, just like e-business.

Additionally, interviewees have also questioned if commercial opening in the world was a factor that influenced the decision to make a change in their organizations, and in which way it helped to carry out such change. Given that according to the electronic business perspective, the process of globalization and commercial opening requires that the process of change be faster, which implies

having a deep knowledge of international markets; predicting the future becomes more complicated every day, therefore change must be managed quickly.

Table 3. Communalities

	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6
Intensity of commercial opening	0.904					
Frequency of commercial opening	0.903					
Frequency of the market globalization process		0.852				
Intensity with which the globalization of markets influences		0.836				
Technological innovation was essential for the company to decide to make the change		0.816				
ICTs were decisive for the company to make the change		0.815				
Consumer expectations			0.761			
E-business was decisive in bringing about the organizational culture change.			0.726			
Culture				0.668		
Buyers' prospects				0.643		
Intensity of competition rivalry				0.624		
Anticipate the future and its changes				0.616		
Aggressive competitiveness					0.594	
The society					0.588	
Flexible clients					0.558	
Temporary business focus					0.545	
Competitively the company works better now than before the change					0.543	
Forecast future market evolution					0.542	
Learning organizations were an important factor in making the culture change					0.528	
Information and analysis of the change process is documented					0.526	
The company was based on quantifiable data						0.499
Before the change there was order						0.494
Vision						0.492
Comprehensive buyers						0.403

Source: Own elaboration based on the results of the SPSS.

In the instrument used, certain hypotheses and questions that examine organizational change from the perspective of the current study of electronic business were considered, and they are:

H1: Electronic Businesses contribute to the implementation of an organizational change process in small and medium-sized businesses located in the Guadalajara Metropolitan Area.

Table 4. Electronic Business was a decisive factor for the Company to choose to carry out the Organizational Culture Change

ANOVA	Sum of squares	gl	Quadratic mean	F	Sig.	
Technological innovation was essential for the company to decide to make the change	Between -groups	22.281	3	7.427	9.353	0.000
	Whitin-groups	46.058	58	0.794		
	Total	68.339	61			
Information and communication technology were decisive for the company to make the change process	Between -groups	26.791	3	8.930	14.979	0.000
	Whitin-groups	34.580	58	0.596		
	Total	61.371	61			
Learning organizations were an important factor in effecting culture change	Between -groups	12.717	3	4.239	7.975	0.000
	Whitin-groups	30.831	58	0.532		
	Total	43.548	61			
The commercial opening in the world	Between -groups	13.430	3	4.477	4.664	0.005
	Whitin-groups	55.667	58	0.960		
	Total	69.097	61			
Anticipate the future and its changes	Between -groups	9.703	3	3.234	5.337	0.003
	Whitin-groups	35.151	58	0.606		
	Total	44.855	61			

Source: Own elaboration based on the results of the SPSS

According to the results obtained, an existing relationship was discovered, between Electronic Businesses, and: technological innovation was essential for the company to decide to make the change; information and communication technology were decisive for the company to make the change process; learning organizations; the commercial opening in the world, and anticipating the future and its changes. They were important factors in producing culture change.

This indicates that these factors related to electronic business influence the implementation of organizational change. Therefore, H1: Electronic Businesses contribute to the implementation of an organizational change process in small and medium-sized businesses located in the Guadalajara Metropolitan Area, it is accepted. (See Table 4).

About this point, according to an investigation by Soto-Acosta, Popa & Palacios-Marques (2016), in the results they obtained, they refer to the existence of a direct positive effect of the use of electronic business in an organizational change that leads to the innovation of the company.

This discovery supports existing literature that concludes that e-business enables and promotes innovation in organizations (Amit, Zott 2001; Wu, Hisa 2004, Zwass 2003).

Therefore, the organization can be used to distribute and share individual experiences and innovations across the company (Bhatt et al. 2005) and provides an opportunity to leverage knowledge to create new products, services, or processes.

In turn, the results of the study carried out by Soto-Acosta, Popa & Palacios-Marques (2016), corroborate that organizational innovation generates a relationship between the use of electronic business and the performance of the company.

This finding confirms what is indicated in the existing bibliography that proposes that there are positive direct and indirect links between Information Technology and the performance of organizations (Meroño & Soto 2007; López & Meroño 2011; Pérez & Alegre 2012). Therefore, SMEs have to make intensive use of e-business to achieve business innovation that improves organizational performance.

Respondents' answers show that e-business is a factor of great importance that must be considered when seeking to make an organizational change, for this, it is required that companies increasingly use these technological tools that help conduct business internationally, therefore, it is necessary to take advantage of this type of support, since not doing so would lose considerable opportunities to reach business agreements. (See Table 4).

H2: The commercial opening, favors the organizational change through the electronic businesses in small and medium-sized businesses located in the Guadalajara Metropolitan Area.

Table 5. Commercial openness in the world

ANOVA	Sum of squares	gl	Quadratic mean	F	Sig.	
Before the change there was an order	Between-groups	8.123	3	2.708	4.781	0.005
	Whitin-groups	32.845	58	0.566		
	Total	40.968	61			
ICTs were decisive for the company to make the change process	Between-groups	12.547	3	4.182	4.969	0.004
	Whitin-groups	48.824	58	0.842		
	Total	61.371	61			
The process of globalization of markets and the world economy	Between-groups	17.633	3	5.878	6.591	0.001
	Whitin-groups	51.722	58	0.892		
	Total	69.355	61			
Culture and society	Between-groups	18.764	3	6.255	9.273	0.000
	Whitin-groups	39.123	58	0.675		
	Total	57.887	61			
Competitively the company is working better now than before the change	Between-groups	5.767	3	1.922	4.711	0.005
	Whitin-groups	23.668	58	0.408		
	Total	29.435	61			
Information and analysis of the change process are documented	Between-groups	7.110	3	2.370	4.662	0.005
	Whitin-groups	29.487	58	0.508		
	Total	36.597	61			

Source: Own elaboration based on the results of the SPSS.

Under the results obtained in this study, it was discovered that there is a relationship between Commercial Openness in the world with: Before the change, there was an order, ICTs were decisive for the company to make the change process, the process of globalization of markets and the world economy, culture and society, competitively the company is working better now than before the change, and information and analysis of the change process is documented.

This shows that the commercial opening in the world and electronic businesses favor the implementation of organizational change. For this reason, it is essential that the Company's Management goes into the process of organizational change, and that they train the personnel, so that they know their new role in the company.

For this reason, H2: The commercial opening, favors the organizational change through the electronic businesses in small and medium-sized businesses located in the GMA, is accepted. (See table 5).

One of the most important aspects of achieving change is the commercial opening in the world; as the changes are becoming quicker. In this regard, authors such as Ndeta, Katriou, and Siakas (2015), establish that there are in-depth studies that indicate that in organizational adoption, the characteristics of the company such as size, as well as structural variables (centralization and formalization) and the attitude of management to the change process, they can influence the adoption of innovations by the company.

In today's globalized world, characterized by commercial openness, companies must continually adapt to changes in their environment to remain competitive and even survive. This situation is even greater in electronic business, as technology and trends change faster. For this reason, virtual companies must manage frequent organizational changes and adjust their business processes.

The results of this research indicate that commercial openness in the world is a factor that appears more and more in international markets and companies cannot avoid it, which influences that many firms choose to carry out an organizational change since the commercial opening in the world implies the organizations that must contend in the markets with international companies, and although they are operating directly in a certain country, this competition is increased through electronic business.

As local companies take advantage of the opportunity that is the commercial opening of markets, they can enter in new markets, being electronic business an instrument that allows firms to do business with companies from other countries, which helps them expand their markets and, due to the greater requirements of international business and the ever-increasing demands of buyers from other countries, they force national companies to be more efficient and competitive, which makes such organizations more open to changes that occur over time in the company, and in the markets.

CONCLUSIONS

The world we live in is characterized by being in permanent change. Business markets reflect that competition is increasingly exacerbated between companies, and the prevailing commercial openness provides an opportunity for buyers to have more and more options to choose from, making customer expectations higher and higher.

For this reason, it is essential that organizations seek to be more efficient and thereby succeed in satisfying such consumer expectations before and better

than the competition. Changes in the business environment cause companies to adapt to the uncertainty that prevails in the business environment, this generates that changes must be made in companies, such as changes in their production systems, coupled with their organizational culture; so that the company has a better performance.

Continuous changes in the corporate environment reveal the unpredictability of business. This generates that considerable changes must take place in companies, develop new production processes, devise innovative products that exceed customer expectations.

Organizations cannot remain immobile, they have to continually learn because if they don't, competitors will outperform them. The most successful companies are characterized by anticipating changes, and even promoting them, to be leaders in the market, forcing competitors to adapt to changes. Making an organizational change can be onerous, but if it is carried out correctly, its benefits will be greater, which will make companies more efficient, reduce costs, and make the organization more competitive.

The results of this study work allow us to conclude that the 2 hypotheses are accepted:

H1: Electronic Businesses contribute to the implementation of an organizational change process in small and medium-sized businesses located in the Guadalajara Metropolitan Area.

H2: The commercial opening, favors the organizational change through the electronic businesses in small and medium-sized businesses located in the Guadalajara Metropolitan Area.

In this research related to the influence of electronic business on an organizational change process, it was found that electronic business needs management efficiency, adding the change in the direction of the new logic of the era of the digital economy.

An unpredictable environment implies that companies adapt and move forward with changes, which will help them to make the organizational change.

They were found to be factors that benefit organizational change from electronic business: technological innovation was essential for the company to decide to make the change, commercial openness, anticipate the future and its changes, the information, and analysis of the change process are documented, and the learning organizations; were important factors in the implementation of the culture change.

Electronic businesses show the degree of technological progress and contribute to the process of commercial opening of the world and for companies, this is a great help in producing organizational change.

Research shows that commercial openness in the world is an increasingly present factor and that it contributes to the removal of trade barriers and to greater business opportunities throughout the world, which is facilitated by the expansion that the Internet and consequently electronic business had.

This phenomenon influences all kinds of companies to effect organizational change since commercial openness requires business firms to compete with organizations from other countries.

National companies will become more competitive as they break into world markets and take advantage of Mexico's trade agreements with other countries. This reflects the commercial opening of the markets at the international level.

At the same time, electronic business is an instrument of great relevance, with which corporations can have greater development in international markets, providing a better service, being more efficient in their systems and processes and to achieve greater competitiveness.

There is no way to guess what will happen in the future, but it is possible to prepare for what the future brings us. Correct preparation of the companies will allow them to face those challenges that the future holds. Every organization must be able to adapt to changes. Making an organizational change is a way of subsisting that companies adapt to stay in the markets.

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Social Inclusion and the Future of Work is for interest to those who expect a critical but positive vision of the times we attend. Experts explain the situation of the organization, institutions and regions according to resilience, creativity and digital innovation for the future of work, social inclusion, and the Sustainable Development Goals (SDGs). SDGs are considered as the essential guidelines that facilitate the strategic consideration of the future of work and social inclusion in pandemic times



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