



Jesus Salvador Vivanco Florido
University of Aguascalientes
Aguascalientes
Ags. Mexico.
svivanco@correo.uaa.mx



Ismael Manuel Rodríguez H.
University of Aguascalientes
Aguascalientes Ags.
Mexico
imrodri@correo.uaa.mx

ORGANIZATIONAL CULTURE, GENDER IMPACT AND THE PERMANENCE OF SMES IN THE MARKET (CASE OF AGUASCALIENTES MÉXICO)

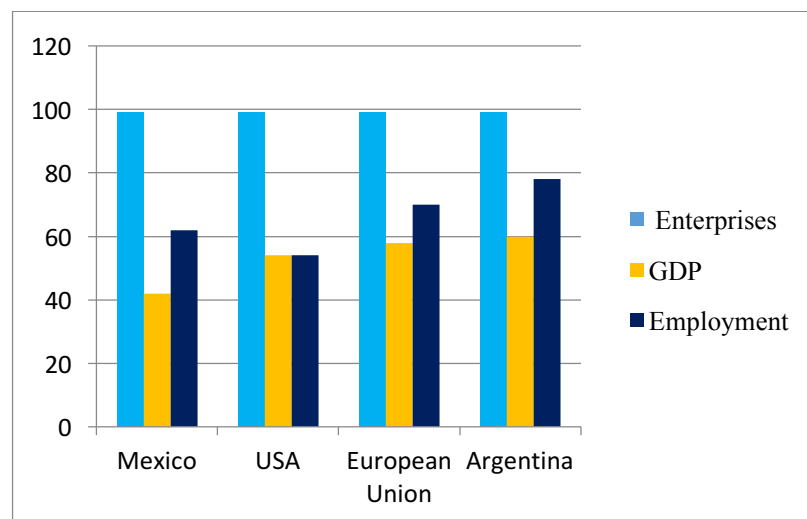
Abstract : In this article, the impact of the Organization culture and the participation of women in the business world is analyzed, based on the case of Aguascalientes, Mexico; and the empirical data analyzed and interviews with 120 entrepreneurs in the city of Aguascalientes, it was found that the orientation of the organizational culture recommended to improve the success of women entrepreneurs, is the organizational culture called by (Quinn and Cameron, 1983) as " market orientation ", as it focuses more on competitiveness and productivity rather than the clan culture that focuses more on family values and rules and also supports the permanence of SMEs; Another aspect related to the success of SMEs is their low permanence in the market and this cultural orientation can help to improve the permanence of SMEs in the market. Based on the statistical significance and the correlation of the variables, we consider that the lack of experience, the level of basic education of women entrepreneurs or their dependent children in charge, have a decisive influence on the weak performance of women's businesses.

Keywords: Organizational culture, Gender, entrepreneurs.

INTRODUCTION

It is known that in the businesses of Aguascalientes Mexico, the phenomenon of the number of male entrepreneurs far exceeds those of women's businesses, since these represent only 16% of the total number of entrepreneurs, with 84% of entrepreneurs men, and this is due to the level of studies carried out, to cultural aspects and to the organizational culture adopted by workers, employees and owners (INEGI 2012) and it is our concern and the reason for this study, to identify the impact of identity of gender and the adoption of some type of organizational culture (Quinn and Cameron 1983) in the business world and its reflection on the integration of women at a business level in Aguascalientes, Mexico. SMEs represent the economic platform of our country (Mexico), 62% of economically active people work in SMEs, and contribute 41% of GDP and participate in 99% of operating entities (OECD 2002). That is why our concern is to find strategies for the development and maintenance of these companies. An the important issue addressed in this study is the high mortality rate of SMEs, since in Mexico 50% of SMEs die within two years of being established and reach 80% of SMEs within 5 years of have been created (Banxico 2000), Therefore, it is important to find strategies that allow the growth of the survival and inclusion of women entrepreneurs in the business world in Mexico.

Graph No.1: The economic impacts of SMEs



Source: OCDE SME's June. 2002

As shown in Graph No.1, SMEs represent an important contribution to the economy of the countries, since their contribution is very high in terms of GDP, employment and number of companies, since this implies means of subsistence for millions of families that depend on the permanence of SMEs to guarantee their survival and their families.

1 PROBLEMATICS & METHODS

1.1 PROBLEM STATEMENT

The main problem detected and analyzed in this research is the low participation of women in the business world as entrepreneur, since only the 16% of entrepreneurs are women in Aguascalientes Mexico, and the low contribution of their enterprises in economic terms like GDP and employment generation, due to the short life of their enterprises, since it's die at 5 years of have started operations in an 80% of total cases.

1.2 GENERAL PURPOSE

The general objective of this study, is to analyze the influence of the Organizational Culture in the integration of women in the business world, and to find alternatives to enhance the permanence of SMEs Women in the market.

1.3 SPECIFIC OBJECTIVES

The first specific objective, is to analyze which of the four types of organizational culture (Quinn and Cameron, 1983) has a positive influence on the performance of women, as well as analyze, the lack of their incorporation in higher education. The second objective is to analyze which of the four types of organizational culture (Quinn and Cameron, 1983) have a greater influence on the women integration in business and enhance their performance, and how this type of culture can help in the permanence of SMEs in the market.

1.4 HYPOTHESIS

The hypothesis of this research is that the adoption of a certain type of organizational culture by women entrepreneurs, has a positive impact on the integration of SMEs of women in the business world and its permanence in the market.

1.5 METHODOLOGY

The research method used in the present investigation is the descriptive method, which allows describing the most important characteristics of a particular study, with respect to its appearance and behavior, or simply to try to describe the ways in which it is similar or different in another given situation or context, this study aims to analyze the phenomenon of the impact of gender in business from the point of view of the organizational culture according to (Quinn and Cameron, 1983) on the basis of 120 surveys conducted to SMEs in deep interviews, with the SMEs owner or director.

2 THEORETICAL FRAMEWORK

2.1 BUSINESS WOMEN

According to (Rachida, 2007), he makes comments based on his research carried out in Spanish companies, in which he has numerous studies that suggest that women's companies have a low level of performance and a low survival rate in relation to male companies, although to date there is no consensus on this, however, this statement

raises concerns about the lack of participation of women in business, so it is necessary to identify the causes of the lack of participation of women in the business sector (Garrido et al, 2010), comments that women's access to positions of power in organizations has been limited by various cultural barriers, that institutionalize discrimination, subordination and inequality between men and women that specify the need for structural changes in the family, the state and the labor market, they analyze the equality and executive interaction of family works in the cities of Durango and Aguascalientes. And they asked for an investigation, interviewing 58 executive women. Among their findings is the construction of a new gender identity in this group of workers, since they have been subjected to higher requirements than men more often to demonstrate their ability, so they are constantly evaluated and may seem to require not only to respect the norms of the organizations, but also for those who are not only in the labor field, but also in their role as mother-wife-imposed. This research highlights the lack of gender equality in the sources of work in a way that highlights the need to identify a typeface engine (incentive) that encourages women entrepreneurs and workers in their performance at work.

(Manni Luciana, 2010). The great changes in the labor market, the increase in the economic activity of women in a range of occupations more and more widespread, with more professionalism on their part, have generated special attention to professional women, carrying out activities every more intense times and the need for reconciliation with traditional gender roles. However, even women who, due to their work, the economically independent man, provoke a social, cultural and psychological situation, equal to this condition. The way your profession and delivery take care of your work will depend on the context of your life. So they tried to reach a slightly visible dimension in terms of what is the perception that women of a specific group or type, in this case, women professionals with their own jobs in the social reality to which they belong, to appreciate cultural and social differences with men, being a disadvantage.

(Díaz and Jiménez, 2010), point out that the increase in the number of companies by women and the contribution of women to the economy has led to a lot of research that has generated a "gender perspective" in the study of business. Most of these show a disadvantage in the case of companies led by women in the mobilization of resources and corporate results, although there is no consensus on the effect of gender in these aspects. However, in their study the possible differences were studied, taking into account not only the structural variables, but a broad conception of the resources and the different effects of sex. The results show that gender in entrepreneurship is not an explanatory variable of the company's performance when other variables are included in the model; but noted the existence of a moderating effect on the company's results. Therefore, we can say that the effect of sex on business is more complex than what has been indicated in previous studies, so more

studies are needed to formulate solid statements about the effect of sex on business results.

(Elena Hernández de la Paz, 2010), this document examines three recent trends in the business world: the presence of more women in the market, more organizations that support their work and build a new profile of training for women entrepreneurs. The question focuses on how the increase of women in economic activity has not been reflected in a better position in the direction of traditional organizations in the industry, as well as a trend is identified and in the search is also analyzed the employment and the incorporation of women in non-governmental organizations to support their work and claim equality

(Sánchez, 2012). For women, the practice has been linked to an increase in family dysfunction. In this situation, the interest to determine the satisfaction with the family and the labor relations of the workers arises. As Methods: the test relationship between family and work was applied to 143 women who were in the medical residency, 100 teachers and 100 housewives from Sinaloa. Satisfaction based on demographic characteristics was determined. Results: 85% of the total of the people surveyed considered satisfactorily reconcile professional and family roles. Teachers identified better with family and work relationships. The professionals refer to themselves as more satisfied and work more. Conclusions: there are many factors that determine the conciliation or conflict in the relationship between family and work. The importance of the situation is that the family is the fundamental unit of society and to achieve an adjustment between these two areas will result in more functional families, this situation is what caused the low proportion of women entrepreneurs with businessmen.

(Kaoutoing et al, 2017), one of the main current concerns of the research is in the field of financing of Micro and Small Enterprises (SMEs). In the African figure, the evaluation of the units occupied by the institutional circuits (Official) and through informal networks, as well as the appreciation of the potential of dynamic support to the commercial activities represented by the microfinance institutions (MFIs). A survey conducted in Cameroon among women owners of micro and small enterprises highlights the key role played by the mode of financing (formal and informal) for growth. After a survey of 74 women SMEs, it seems that this type of company has a preference for informal financing. This research also shows the positive relationship between informal financing and the growth of SMEs for women. This result differs with the idea of (Guérin, 2001) that informal financing makes a small contribution to the financing of working capital requirements, growth and expansion of very small companies.

2.2 WOMEN IN EDUCATION

De (Urdanivia, 2011), in her study at UAM Mexico, says that the admission of women to the bachelor's level has increased significantly. Thus, in 1970, of a total of 5953 students registered in the third cycle, 86.8% were men and only 13.2% were women; 20 years later, in 1990, with an annual rate of decrease of 8.9%, the female population in higher education increased to 14.17%, again a percentage that was unfavorable: 32.2% versus 67.8%. For 2007, this difference has been reduced to 51% for men and 49% for women, so it can be said that it has almost reached gender equality in the demand for higher education, to find these figures on demand of graduates, we can say that the change is beginning since the graduates reach their degree, they can teach the subjects to the next level.

(Pritchard Rosalind, 2007), comments that there is a gender inequality in higher education in the United Kingdom and Germany. In the United Kingdom, only 15.3% of the professors at the universities before and after 1992 were women and in 2003, in Germany only 8.6% of the women obtained the university degree being the highest percentage in 2003 Research carried out by these researchers, using existing data sets combined with theoretical constructs to investigate the reasons for gender inequality in British and German higher education. As the legislation on equality in action is examined and evaluated, it mocks the social and epistemological aspects of gender behavior in the teachers' employment situation and examines why teachers have more difficulty in achieving promotion in universities from Germany than in the British universities, supporting this due to the lack of integration of the German teacher in the graduate school.

2.3 CULTURE

Cultural anthropologists have shown several complex theories about culture, which is characterized by its presuppositions, particular assumptions, axioms and accents. The typology of schools of thought is identified as the system for the formation of ideas; the cultural and social domains are different, but interdependent, it is in the mind of the bearers of culture and the products of the mind (shared meanings and symbols) that is mentioned in the sociocultural system; culture is a social behavior of the system that manifests itself in the behavior (lifestyle) and the products of this behavior.

2.3.1 ORGANIZATIONAL CULTURE.

As part of the culture of the organization, we have the example of Cuban universities as mentioned (Bauzá et al., 2005), which states that the main objective of universities is the achievement of excellence in teaching and research and comments about the needs of a priority education development meeting that seeks to improve our environment. But achieving these goals is not an easy task, since it is essential to make changes to ensure the effective performance of its executives and other staff members; this is, in the end, exploiting the enormous potential of productivity and innovation that exists in the intelligence and imagination of all the members of the organization, for which a systemic

and integral approach is required that answers the most important, to the cultural change, which generated, beliefs, values and behaviors that make the culture of the institution consistent with the requirements imposed by social custom.

2.3.2 ORGANIZATIONAL CULTURE ACCORDING TO QUINN AND CAMERON

2.3.2.1 ORGANIZATIONAL CULTURE

Given that the organizational culture is the basis of our study, different definitions related to this topic are presented, which allow a broader conceptual vision and have been conceptualized by different authors and, therefore, our criterion is based on this concept. According to Robins, the organizational culture is that perception shared by all the members of the system "system of shared meanings

(Jeffrey, 1992), compiled a list to help understand the cultural differences between one organization and another, as well as the importance of people adapting to cultures. Based on their study of organizations, four types of cultures were defined: academic, club, baseball team and strength.

(Robins, 1994), he mentions that the concept of organizational culture refers to how employees perceive the characteristics of the organizational culture, not the fact that they like them or not. That is, it is a descriptive concept, which is very important because it is what makes the difference between this concept and job satisfaction. For this study, we consider the model (Quinn and Cameron, 1983), since this model clearly defines the different orientations of the organizational culture and one can consider identifying which of the cultural orientations can support SMEs to facilitate the measurement of their performance. And then the conceptual definitions of the factors of the four directions of the organizational culture are presented.

Conceptual definition of the variables that make up the orientation of the organization of competitiveness in perspective of culture according to (Quinn and Cameron, 1983).

2.3.2.2 FOUR CULTURAL ORIENTATIONS.

2.2.2.1 ORIENTATION TO THE OBJECTIVES.

Theoretically, the objectives should be established for each element of a society that according to the administration, should be subject to plans. There is no objective classification standard or the amount a business should have. In practice, most companies have relatively few long-term planning objectives. In general, they provide the same for sales, profits, return on investment, margin and market share. Sales and revenue goals are usually expressed as an absolute percentage or both. For example, sales targets can be expressed in absolute terms for each of the next five dollars; or it can be expressed as follows: increase sales by fifteen percent for each of the next five years. The return on investment, margin and market share is usually determined as a percentage.

Other areas for which goals are set include: product development, productivity, diversity, minority recruitment and replacement of plants, intensive product work, and industrial classification, management development, working conditions, employment levels and social responsibilities. These points do not exhaust the list and each category can be divided into objectives. The objectives are necessary for each commercial sector, whose performance and result will directly affect the survival and prosperity of the company. Steiner has identified the following areas as those that need a target market position, innovation, productivity, financial and material resources, usability, performance and management of the development, performance and attitude of the workers and public responsibility.

MISSION-VISION.

(Corona 1998), mentions that the mission or purpose of the organization is a brief statement that summarizes the main strategic objectives and core values that must be known, understood and shared by all people working in business development. The statement should give meaning and direction to all the activities that are carried out daily in the different areas or departments of the organization and the work and effort and apply to their owners, directors, managers and operational staff. The definition of the mission is the starting point of the strategic planning system. Based on it, you can build the platform to give harmony to your enterprise and instrumentation.

(Corona 1998), says that this vision is an idea or set of ideas that we have of the organization in the future. It is the most precious long-term dream. It is the light that illuminates the path and gives you a sense of strategic plans, programs, projects, actions and decisions. It is the main reference and the most important entrepreneurial ambition that is built every day through the planning and coordination of all the people who work with the company's effort.

More than 200 years ago, Antonio Stradivarius gave us some words that identify and perceive precisely what is the true meaning of the notion of vision; he said, referring to a series of very fine sounds that had been soaked in his mind, imagined by the perfect execution of a violin, "God allows my hands to build what my eyes and ears want to see and hear".

Therefore, according to the concepts mentioned above, the mission of the company, we can understand as the purpose of the company or its purpose and vision, is the objective and long path of the company or the image we have of society in a period of 5 to 10 years.

2.3.2.2.2 ORIENTATION OF INNOVATION (MARKET).

COMPETITIVENESS.

Speaking of competition Michael Porter, asked three fundamental questions:

1. Why are some countries successful in competitive international industries?
2. What is the influence of a nation on the competitiveness of different sectors or segments of the industry?
3. Do companies from different countries choose particular strategies?.

To answer these questions, Porter examined four key premises:

- a). The level of competition and the factors that generate competitive advantages differ widely from one sector to another (even between different industrial segments).
- b) Companies create and maintain their competitive advantages mainly through innovation.
- c) Companies that create competitive advantages in a particular industry, constantly maintain an innovative, fast and aggressive approach and exploit the benefits it generates.
- d). It is typical of global and international competitive companies, part of their value chain activities outside their home countries, and capitalizes on the benefits of having an international network.

Traditionally, the competitiveness of a country has been explained by the classical theory of competitive advantage, which focuses exclusively on the abundance of natural resources and factors of production. At the end of the years, this theory, which strictly speaking is not useful to explain the economic development of an industrialized economy, has been revealed as empirically false and contradictory. In addition to these alternative theoretical developments previously appeared have been well documented by the history of economic analysis.

Competition in the market is not perfect; Companies and governments can act strategically to affect trade flows and, therefore, the level of wealth of a nation. As a result, market conditions and the competitiveness of industries can also be modified. Two factors, both intellectual practices, have led to the research and development of new theories that attempt to explain competitiveness and international trade. On one hand, the essentially imperfect nature of competition in markets (predominance of oligopolies, monopolies, oligopsonies and monopsony) and, on the other hand, the inadequacy of the paradigm of comparative advantage. They got up and more explanations on competitiveness. Some see it as a macroeconomic phenomenon. However; what is really competitive and how is it defined? The main economic objective of a nation constantly increases the level and way of life of its growing population. (Smith et al 2000), he says, does not depend on the amorphous notion of national competitiveness, productivity, but with the elements of production or inputs (labor and capital) are used in such a way that the resources of a nation are maximized, and It is

carried out by industries or companies of a nation and a link between the competitiveness of the country and the capacity of its industries to compete in international markets imposed externally.

The only way to maintain an international competitive advantage, always updated and revolutionize the technical conditions of production. Companies must avoid conformist attitudes and continuously improve their value chain. This innovative behavior must focus on the fundamental factors for success, to develop its own technology and processes, product differentiation, brand reputation, relationships and customer service "(Smith et al, 2000).

The first reactive force of this evolution is innovation, since it allows competitive advantages to be viable in the long term. Through innovation, companies develop new standards to compete or find better ways to turn them into obsolete traditional patterns. But as (Porter, 1979), says: "Innovation requires an atmosphere of tension, pressure, need and even adversity. The fear of losing something is usually more powerful than the hope of winning, (Porter, 1979).

Innovation is always the result of a superhuman effort, however, traditionally translates into something that ultimately seems banal and increases, IMEF. For the presented references, we can say that competitiveness and productivity are defined as technological innovation in production processes and products and aggressive commercial strategies that place society in a privileged position against competition to satisfy the needs of consumers.

2.3.2.2.3 SUPPORTIVE ORIENTATION (FAMILY / CLAN). THE DEVELOPMENT OF HUMAN RESOURCES.

The development of human resources, as (Neal et al, 1983) mentions that it is the study of how individuals and groups in organizations, through learning, change and argue that, as a discipline, the development of human resources Comprises:

1. Psychology
2. Sociology.
3. Anthropology.
4. Economy.
5. Counseling.
6. Education.
7. The science of management.
8. Behavioral science

(Kevin, 2003) says that because the profession is no longer limited to limited definitions of training, the profession has evolved to encompass a multitude of disciplines and approaches.

(Gordon 1983), referring to the development of human resources professionals (preparing them for their multiple roles), says: "We must recognize the need to develop the person as a tool for change" continues talking about the demanding physical, social, intellectual, emotional, aesthetic and spiritual, talk about how it could be done, mention such diverse aspects as theoretical and practical literature, finance, political science, human behavior and areas of general systems "After all, the concept of Renaissance man for development Human resources professional, it's not that crazy!

These references indicate that support orientation refers to taking charge of personnel within the organization, seeking development according to their skills and profile, in order to make the necessary investments that lead to commercial benefits for work and that they can do it with the utmost diligence and skill, avoiding that errors and waste are reflected in better products and profits of companies

2.3.2.2.4 ORIENTATION TO THE RULES. COMMERCIAL RULES

The president of the board of directors and CEO of Northrop Grumman Corporation says, the values and standards of business conduct, forge a reputation character of your business, while essential to the success of your business. (Kresa 2002). Northrop Grumman's ethics rules not only have to follow the goal, but also create an environment in which employees are encouraged to make the right decisions, first the values and standards that are important resources to guide them in the exercise of a good ethical judgment in the normal course of their work.

(Corona ,1998), says that the policies and standards refer to the definition of the concepts of productivity, efficiency, quality and cost-effectiveness, but not those established in the organization, to carry out the operation procedures. The employer can add other concepts that are relevant to your organization, for example, efficiency, growth, expansion, etc. The above concepts are called rules and policies that are the basic definitions that apply throughout the organization and the performance standards and policies of the activity in each of the functions, areas, tasks or processes

The Commercial Norms, mean to establish the basic principles of operation in the business, based on values and commercial ethics that seek the efficiency, productivity, quality and profitability of the business resulting from the road. it must be carried out by conducting business with its environment (government, suppliers, customers and the general public), which causes market expansion, profit generation and business growth.

(Korvajarvi, 2002), describes and analyzes the practices that hide between the sexes at work in contexts of different organizational cultures. Their case studies on their discussion, on which the study is based, result from the work of the office in two organizational contexts. The suggested interpretation of what is needed, regardless of

gender, age or hierarchical position at work, employees consider sex as a personal and intimate matter that, with the exception of compensation, does not make it part of the sphere of work. Gender issues pose problems that alter the harmony in everyday life preferred in the workplace. As a result, employees seemed to think that hierarchical expatriates are located in society in general, not in their own workplaces. The analysis shows that age, position and technology are not only related to women and men in organizations, but also among office workers. At the same time, the results are related to the practical realities at work and the gender identity of office workers in their organizational cultures.

(Wahl 2014), in his article explores the possibilities of male executives challenging the masculine standard in the management of gender awareness through organizations. The impact of the presence of women executives and gender discourses in a large society dominated by men is in Sweden where this empirical study is developed. The results show how awareness increases about the management of the change in gender inequality when it increases. Men defy the norm when the ideology that justifies the domination of men in management is questioned. At the same time, the constructions of masculinity are expanded to include new ideals of equality and, therefore, add to the possibilities of male administrators, simply by reinforcing masculine norms in management. The constructions of women change, they are single women that senior executives describe as such, but women managers are still considered deficient and less suitable for administration, as belonging to a gender category. The implications for organizational analysis and organizational work for change are a greater awareness of how gender equality (GE) can simultaneously challenge and reinforce the masculine standard in management. The positive construction of women in management does not necessarily challenge the male standard in management unless GE's challenging work is linked to the male norm as part of the dominant organizational culture.

(Derks et al., 2011), they say that "Queen bees" are like women with greater masculine organizational cultures who have their brilliant professional aspirations to dissociate themselves from their gender while contributing to the sexist stereotypes of other women. It is a phenomenon that is often assumed to contribute to gender discrimination in organizations, and is inherent in the personality of successful career women. We argue for an explanation of social identity and examine the conditions of the organization to favor The Queen Bee in this phenomenon. The participants were 94 women in management positions in several companies in the Netherlands who participated in an online survey. According to the predictions, the indicators of the phenomenon of the queen bee (male increase in sexist stereotypes and self-descriptions) were found mainly in women who indicated that they had started their career with b Aja identified gender and subsequently experienced a high degree of gender discrimination in their path. On the contrary, the experience of gender discrimination was not related to the signs of the phenomenon of the Queen Bee in women who reported that they were strongly identified when they began their career.

The results are discussed in light of the theory of social identity, the interpretation of the phenomenon of the queen bee as a low mobility of the individual response of women to equality among those identified, are victims of gender discrimination in their job.

(Solarte et al., 2012), in their work the effect of the gender director on the organizational culture of SMEs is analyzed. The sample consists of 600 SMEs from Murcia Spain, and the organizational culture is analyzed taking into account the classification of (Quinn and Cameron, 2006). The results show that women-led businesses further motivate organizational cultures with the values of clan culture than men-run businesses. In addition, companies run by men are further driving the values of market culture. He goes on to say that the clan culture is identified in family businesses, values and shared objectives, which gives cohesion, participation and sense of belonging, teamwork, participation programs and employee engagement companies with employees, where the main task of the administration is to train employees and facilitate their participation, commitment and loyalty (Quinn and Cameron, 2006). In addition, companies run by men are further driving the values of market culture. In the core values of market culture that predominate are competitiveness and productivity is achieved through a strong emphasis on positioning and external control. The basis of the effectiveness of the organization is the cost of the transaction, the leadership must promote competitiveness and the achievement of the objectives (Quinn and Cameron, 2006).

3 RESULTS

3.1 ANALYSIS OF THE INFORMATION OBTAINED IN THE AGUASCALIENTES INTERVIEWS.

120 interviews were conducted in a deep and random way with the owner or manager, looking for the type of administration they have and the type of organizational culture established in the SME, in Aguascalientes Mexico, the result is presented in the following table.

Table No.1: Interviews Summary Organizational Culture and Owner's Genre.

Interview	Characteristics of the Company	Type of Culture Organizational	Existence antiquity
90 Interviews To Owners Men Or Directors.	Non-family company. Organization as a society	Orientation to The innovation	5-10 years
30 Interviews with Female Owners	Family business	Typology Clan	0-5 years

Source: Own elaboration, based on the interviews applied.

Based on 120 random interviews, the results show that 90 were male owners and 30 were female owners and the type of organizational culture adopted by the female entrepreneurs was the clan or family type and the time of existence of the female entrepreneurs were lower than those of men.

Table No.2: ANOVAS

Model	Sum of squares	gl	Quadratic Average	F	Sig.
Regression	3.203	10	.320	3.869	.000 ^a
Residual	9.022	109	.083		
Total	12.225	119			

- a. Predictive variables: (Constant), the business woman represents a leader in her business and shows it with commercial results. The businesswoman has some degree and that helps the performance of the company. The image of the business woman the relationship of the business woman with the suppliers has affected the performance of the company as a woman. The businesswoman is the head of the family and this affects the performance of the business. The company is run by a woman and affects the performance of the company. In companies in the same line, the business woman before starting her business, she occupies a management position in another company and this helps the performance, the businesswoman has minor children that deteriorate the performance of women and this affects the performance of the company.

- b. Dependent variable: Performance

Table 2 shows that the predictor variables and the dependent variable "Performance" have a high relationship, since they show a significance of 0.000 and that the F statistic is acceptable because it shows a result of 3.869 that is greater than 0.05 so it can Interpret that the predictive factors, such as equal pay for men and women, the image of the entrepreneur in relation to the staff and the level of education and experience of the female entrepreneur, they influence business performance Of the Business women.

Table No.3: Model summary

Model	R	R square	R square Corrected	Error type of deviation
1	.512 ^a	.262	.194	.28770

51.2% of the variation of the dependent variable is explained by the independent variables according to the result of the statistic R.

As a result; the independent variables influence the dependent variable, such as "the image of the entrepreneur with his staff", "the level of experience and education of the entrepreneur", and "the salary equality of men and women in the workplace", inside the company; these aspects have an influence on the performance of companies run by women.

Table No. 4: Coefficients per variable Predictive

Coefficients

Model	Coefficients no Standardized		Coefficients typified	t	Sig.
	B	Typo error.	Beta		
(Constant)	.987	.530		1.863	.065
The company is run by a woman and affects the performance of the company	.047	.025	.165	1.891	.061
There is the same salary level for men as for women, and this affects the performance of the company	.137	.036	.436	3.850	.000
The business woman is the head of the family and this affects the performance of the business.	-.009	.048	-.016	-.179	.858
The business woman has minor children that deteriorate the performance of the business	.139	.052	.279	2.657	.009
The entrepreneur has some degree and this helps the performance of the company	-.035	.044	-.071	-.787	.433
The businesswoman has professional experience in companies in the same sector	.034	.040	.088	.865	.389
The relationship of the business woman with the suppliers has affected the performance of the company as a woman	.050	.047	.114	1.079	.283
The image of the businesswoman has generated Obedience riots to be a woman	.007	.040	.020	.183	.855
The businesswoman, before starting her business, held executive positions in another company, which contributes to performance	-.154	.043	-.362	-3.549	.001
The businesswoman represents a leader in her business and demonstrates it with commercial results	-8.236E-5	.038	.000	-.002	.998

The previous table shows that the predictor variables most related to the dependent variable "Performance" are: "There is the same level of salaries for men as for women and this affects the performance of the business", with a significance of 0.000 The entrepreneur has minor children who distract their attention and deteriorate the performance of their company with significance of 0.001, "The business woman, before starting business, has held executive positions in another company, which contributes to performance which means that if the entrepreneur has experience in other businesses, your business will be more profitable, with a significance of .009, These are the predictor variables with the greatest significance with the dependent variable Performance.

3.2 Conclusion and discussion

Considering the information based on empirical data, we conclude that the female sex focuses mainly on the typology of clan culture (Solarte et al., 2012), so the organizational culture has a decisive influence on the inclusion of women in the business and it is known that the majority of SMEs in Aguascalientes Mexico are characterized as family businesses and there is information that the SME mortality rate is extremely high since 50% of SMEs die within the first two years of existence and reach 80% after 5 years of creation, so in the database analyzed, it is recommended that women entrepreneurs venture into the type of organizational culture called 'Innovation Orientation', which focuses more on competitiveness and productivity and abandon the clan typology, (rules of orientation), to have a better chance of survival and positioning in the market and there may be a greater number of women entrepreneurs who have prosperous SMEs, so it is assumed that the adoption of the organizational culture, "Orientation to innovation" is the most recommended for women entrepreneurs to survive and increase their performance, in the same way, we consider, from the statistical results of significance and correlation of the variables, that the lack of experience, the basic level of education of women entrepreneurs or if they have dependent children under their tutelage, have a decisive influence on the low performance of the companies managed by women, additionally (Solarte, et al 2012), mention that The results of his research, made in Spain, show that women-led businesses further motivate organizational cultures with the values of clan culture than men-run businesses, as well they say that the clan culture is identified in family businesses, values and shared objectives, which gives cohesion, participation and sense of belonging, teamwork, and continue saying that companies run by men are further driving the values of market culture, in the core values of market culture that predominate are competitiveness and productivity is achieved through a strong emphasis on positioning and external control and their results and conclusions, match with our results in terms of adoption of Organizational Culture, since our survey results show that the majority of the women entrepreneur interviewed responded that the, organizational culture adopted by themselves was the organizational Culture called Clan which focused more in the family values instead of competitiveness or productivity in which the Innovation culture focuses.

REFERENCES

Bauzá Vázquez, Eriberto, Enrique Marañón Rodríguez, Dr. C. José A. Marcané Laserra, 2005 Modelo dinámico para la gestión de la Cultura Organizacional en instituciones de educación superior

Corona Funes Rafael, 1998 Estrategia "El cambio en la proyección del pensamiento empresarial" Dirección Estratégica Empresarial. (México). p.23

Derks Belle Ellemers Naomi Van Laar Colette Groot Kim, 2011 Do sexist organizational de cultures create the Queen Bee? British Journal of Social Psychology. Sep2011, Vol. 50 Issue 3, p519-535. 17p. 1 Chart, 4

Díaz García, Ma. Cristina, Jiménez Moreno, Juan J. 2010, Recursos y resultados de las pequeñas empresas: nuevas perspectivas del efecto género.

Garrido García, Norma Patricia Gallegos Sánchez, Adriana Hernández Vela, Hortensia 2014 Hacia la Construcción de nuevas identidades genéricas: mujeres ejecutivas de Durango y Aguascalientes.

Gordon Lippit, 1983 The relationship of corporate culture to industry sector and corporate performance in gaining control of the corporate culture. San Francisco Josey bass. Pp-123-133

Hernández Aguila, Elena de la Paz, 2010 "Nuevas tendencias en el mundo empresarial: la participación de las mujeres" en Ventana 32, vol IV, diciembre, CUCSH, Universidad de Guadalajara, pp. 52-79.

Jeffrey Pfeffer, 1992, Organizaciones y teoría de las organizaciones — México, D.F. : Fondo de Cultura Económica, 1992 . — 359 p. Solicitar por: 658.001 P 41226

Kaoutoing, Maï Django Wambé , Hourenatou, 2017, La croissance de Micro et Très Petites Entreprises féminines au Cameroun : une analyse par les modes de financement Revue Management et Avenir. fev2017, Issue 91, p65-85. 21p. 1 Chart.

Kevin Mc. Manus, 2003 Cultura Corporativa comportamiento organizacional IEE Solutions Vol. 35 Issue 1. p18 .1p

Korvajarvi Paivi, 2002, Locating Gender Neutrality in Formal and Informal Aspects of Organizational Cultures. Culture & Organization Jun2002, Vol. 8 Issue 2, p101. 15p.

K. Kresa, 2002, Mensaje del presidente del consejo de administración y director ejecutivo de North rop Grumman Corp. pp-11-23

Manni, Luciana 2010, Cambios en las representaciones sociales e identidades genéricas de mujeres profesionales.

Neal Chalovsky & Carnies Ives, 1983, pp.12-35

Organizational culture, gender Impact and the permanence of SMEs in the market (Case of Aguascalientes México) 206

Porter Michel, 1979, How Competitive Forces Shape Strategies. Harvard Business Review

Pritchard, Rosalind, 2007, Gender inequality in British and German universities.

Quinn & Cameron, 1983, Organizational Life Cycles and Shifting Criteria of Effectiveness: Management Science Vol.29 No.1 January 1983 Printed U.S.A.

Rachida Justo, 2007, La influencia del género en el fracaso empresarial: una aplicación al caso de España.

Robinson William, 1994, Comportamiento Organizacional publicación. Edit. Prentice Hall.p12.

Sánchez Castillo, Claudia Verónica, 2012, Satisfacción de mujeres trabajadoras Revista Médica del IMSS. 2012, Vol. 50 Issue 2, p135-140. 6p

Smith P.B. & Duncgan S. & Trompenars f. 2000, National Culture and the values of organizations employees' journal of across cultural psychology pp.231-264

Solarte García Mónica, Domingo García Pérez de Lema, Antonia Madrid Guijarro, 2012, El efecto del género del gerente sobre la Cultura Organizacional de la Pyme

Urdanivia, Clara Martha Adalid Diez, 2011, Cobertura, calidad y equidad en el posgrado.

Wahl, Anna 2014, Male ManagersChallenging and Reinforcing the Male Norm in Management Nordic Journal of Women's Studies. Jun2014, Vol. 22 Issue 2, p131-146. 16p..