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**IMPACT OF INTERNAL CONTROL IN MICRO AND SMALL  
ENTERPRISES IN THE REGION XII STATE OF MEXICO 2021**

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# Impact of internal control in micro and small enterprises in the region XII State of Mexico 2021

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The goal of this study was to determine the impact of internal control in Micro, small firms involved in trade in the State of Mexico in 2021. The sample was chosen using a snowball method, which resulted in 337 businesses. To obtain information from the descriptive and transactional models, a questionnaire with questions related to each block, such as control environment, risk assessment, information and communication systems, control activities, supervision, and monitoring, as well as socio-demographic data, was developed. In this study, 54% of the people in charge of the businesses were women, while 46% were men. People in charge of micro and small businesses had an average age of 29-39 years, with 38% having a medium superior level of education. Management and sales accounted for 38% of those who managed areas. The most important variable in a control environment is knowing, applying, and implementing an internal control system. The most important variable in risk assessment is the identification of competence. The most important variable in control efforts is the timely identification of internal and external elements that may affect the firm. The use of currency is the most important aspect of the information and communication system. And, in terms of supervision and monitoring, the most essential variable, managers believe it is critical to have an effective internal control for the benefit of the companies, regardless of the volume of sales and employment generated. Micro and small businesses in Mexico's Region XII State lack a sufficient internal control system due to the large costs that would be incurred, which they are unwilling to incur, and occasionally due to a lack of economic resources.

**Keywords:** Internal control, business sector, management, teamwork, innovation.

## INTRODUCTION

Micro, small and medium-sized enterprises (MSMEs) represent 99.8% of companies in the country and contribute 72.3% of employment, significantly higher than the OECD average which constitutes 99% of MSMEs and 60% of employment in Latin America and the Caribbean (OECD, 2020). According to the results of the National Survey on Productivity and Competitiveness of MSMEs (ENAPROCE) of 2018, the National Institute of Statistics and Geography (INEGI) and the Ministry of Economy point

out that micro-enterprises with less than 10 employees show a high volume since they represent 97.3%, one of the highest percentages registered before this body; while small and medium enterprises realize 2.6% (Ministry of Economy, 2018).

According to Ejdays (2016), MSMEs have a low level of innovation or do not invest enough so there is no strategic orientation in a systematic way, being the entrepreneurial practice the most influential when deciding to form their

own company. With respect to entrepreneurship, in some countries, it is a tool for activating their economy, which is why there are more companies that contribute to the Gross Domestic Product (GDP) and employment generation. In this regard, Covin and Miller (2014); Delgado et al. (2020), stated that the economic situation in a country makes entrepreneurship develop by the imminent need to get an income, taking advantage of resources, skills, and personal skills either in the organizational or financial field.

Micro, small and medium-sized enterprises usually have the operations in an informal way, where most are managed by the family that transfers the responsibility from generation to generation, which hinders the growth and permanence of the company in the market, to be directed empirically, lack of planning necessary to establish the objectives and goals, to adapt to competitiveness and environmental changes.

In addition, they have restricted access to funding sources because the federal, state, and municipal governments do not have programs that promote the permanence of these institutions.

With the pandemic: COVID-19, deficiencies have been noted in a way that does not carry a culture of innovation, lack of technological resources and adapt to the activities carried out daily, also no training by managers to employees who see it as an expense and not as a in micro and small enterprises region the XII State of n investment, there is also little variety in products. Therefore, their sales are region and they are not interested in expanding even though they are a fundamental part of the economy of any country, which is necessary to emphasize the administrative process such as planning, organization, management, and control that is the support to extend the period of life in the market that today needs organizations to generate competitive advantages to offer timely, price and quality for the benefit of the population.

Companies at region, state, national and transnational levels have had problems of corruption, fraud, inefficient use of their assets, so they have sought regulations that protect them legally, because of this have emerged institutions that seek to ensure the interests in favor of them as are the components of internal control of the COSO model., The most relevant is taken to apply it to the context since it is not mandatory but its implementation would have an impact on organizations which would be reflected in the region economy and job creation in micro and small businesses in region XII of the State of Mexico, only the following municipalities were considered: Luvianos, Amatepec, Tejupilco, Temascaltepec, Sultepec, and Tlatlaya.

Micro, small and medium-sized enterprises are family businesses, they do not have the staff to guide them on how to apply, design, and implement internal control., Most of these organizations do not have an adequate organizational structure, they do not have manuals either organization, positions, procedures, also employees do not know the organizational objectives that are the route to stay and grow in the market. According to the above mentioned, the research question is: What is the impact of internal control

Mexico, 2021?

## **Development**

### **Internal control**

The control is composed of five aspects that are interrelated and have their origin in the administrative management of companies, control is also integrated into the administrative processes, likewise, these can be considered as a set of rules that deal with the measurement of internal control thus improving its efficiency and effectiveness (Aguilar and Cabrale, 2010).

The elements of internal control based on the COSO model are as follows:

- Control environment
- Risk assessment
- Control activities
- Information and communication
- Supervision or monitoring

#### **Control environment**

An adequate control environment allows organizations to have the security to carry out efficient processes as they will be exempt from significant failures, applying the proper use, also avoid the unauthorized use of economic resources, making an efficient record of the daily operations of the organization and structure the financial statements in accordance with the accounting standards established in the country of origin (Escalante, 2014).

#### **Risk assessment**

Risk assessment consists mainly in identifying and analyzing the various situations that prevent the execution of the objectives, in the same way, it can become a systematic method that allows the planning, identification, evaluation, treatment, and monitoring of the information that is related to organizational activities that will reduce risk and increase their opportunities (Vanegas and Pardo, 2014).

#### **Control activities**

Control activities are carried out at all levels and functions of the organization where aspects of approval and authorization, technical initiatives, programs, and reconciliations are taken into account (Castañeda, 2014). These activities should be related to the type of company, the personnel, and the functions they perform within it.

#### **Information and communication**

The information that companies have, should be generated with the shortest possible time, facilitating staff to fulfill their responsibilities, showing reliability, timeliness, and accuracy., Also, communication should flow upward and downward, preferably in writing. (Hernández, 2016).

## Supervision and monitoring

Supervision and monitoring activities are of utmost importance because an internal control structure cannot by itself guarantee effective and efficient management, nor is it free from errors, irregularities, or fraud (Rebaza and Santos, 2015).

## METHODOLOGY

The study is descriptive and correlational, it is required to know what factors influence the internal control of micro, small and medium enterprises region XII Tejupilco Mexico.

In the same way, it is considered a cross-sectional type, only one moment was considered to obtain the information.

The research that was conducted corresponds to the quantitative and qualitative approach since the data were collected through the questionnaire and Cronbach's Alpha for the assessment of the reliability of the instrument being 0.83 indicates a good level of confidence of the questionnaires, for the capture was used SPSS software (version 23).

## Hypothesis

By correctly applying internal control through socio-demographic data, control environment, control activities, risk assessment, monitoring of controls, information systems and communication will help micro and small businesses region the XII State of Mexico, remain in the market, achieve their organizational objectives, prevent the loss of resources, obtaining accurate, timely, reliable financial and accounting information.

## Study variables

### Dependent variable:

- Internal control of micro and small enterprises region XII State of Mexico

### Independent variables:

- Socio-demographic data
- Control environment
- Risk assessment
- Control activities
- Information and communication systems,
- Monitoring and supervision of controls.

### The following model can be applied

And as independent variables: six components Socio-demographic data, Control environment (AMC), Risk assessment (ER), Control activities (ACC), Information and communication systems (SIC), Control monitoring and supervision (SSC).

### The following model can be applied

And as independent variables: six components which are formed by Control environment (AMC), Risk evaluation (ER), Control activities (ACC), Information and communication systems (SIC), monitoring and supervision of controls (SSC), and sociodemographic variables.

$$\ln \left( \frac{P}{1-P} \right) = b_0 + b_1 X_1 + b_2 X_2 + \dots + b_k X_k$$

$$\ln \left( \frac{P}{1-P} \right) = \text{Probability of an event occurring or not}$$

$b_0$ : Dependent variable, explained or regressor

$X_1$ : Explanatory, independent variables

$b_1 X_1 + b_2 X_2 + \dots + b_k X_k$ : Parameters, measure the influence that the explanatory or independent variables have on the dependent variable.

CCI=  $b_0 + b_1$  sociodemographic variables +  $b_2$  Control environment +  $b_3$  Risk assessment +  $b_4$  Control activities +  $b_5$  Information and communication systems +  $b_6$  Monitoring and supervision of controls

In which the dependent variable is dichotomous because it has two response options which are knowledge of the internal control Yes or No.

## Study population and sample size

According to the information of the National Statistical Directory of Economic Units (DENUE), we found companies engaged in wholesale and retail trade. As an instrument to obtain the data, a sample of 337 micro and small enterprises were applied. The criterion for choosing the sample was by random number panel. <http://www.beta.inegi.org.mx/app/mapa/denue/#>.

## RESULTS

The following are the results of the investigation of internal control in micro and small enterprises in region XII State of Mexico:

### Sociodemographic data of managers in micro and small enterprises region XII of the State of Mexico

Nowadays paradigms are being broken in the business, sports, political and educational fields, where women are being present in the activities in an outstanding, organized, and responsible way for the benefit of the economy and society. In several studies that have been carried out, it has been found that they lack the ability to make decisions, whether in acquiring new products, purchasing, establishing agreements with suppliers, offering credit to customers, hiring personnel, purchasing machinery, purchasing software for the improvement of the organizations.

The people who run micro and small businesses in the south of the State of Mexico are 29-39 years old with 38%

because they are young people who finished high school and did not continue with their professional studies, 4% of 51 years and older, most are owners of different businesses who decided to share their experience, most of them have been building their wealth for more than 20 years.

The personnel who are in charge of micro, small companies in the south of the State of Mexico, have 42% of high school level because they do not have economic resources, they decide to work and 37% with high school and 2% have no degree of study. It can be added that the more education of employees, managers, and owners the company can be more productive, competitive, applying innovation with the help of technology.

The majority of the surveyed companies are microenterprises with 81%, because they are a fundamental part of the development of the region promoting self-employment, besides being an important link in the economy of the country by contributing to the gross domestic product and employment generation, 19% are more than 10 workers so they can be considered small businesses, they are consolidated in the market by generating competitive advantages.

In the micro and small enterprises region the XII State of Mexico, in terms of areas 38% mentioned that they have management and sales, 27% do not have any area within the company, it is important to have a structure to know what are the responsibilities within the organization, in this research, the managers of the companies are 54% women and 46% are men.

In Table 1, the general results are presented, according to these, the model (set of independent variables) is significant since it explains between 0.096 and 0.128 of the dependent variable, in addition, it classifies correctly 65.60 % of the cases, the model is acceptable.

✓ The last degree of education and position are important for exercising acceptable internal control (significance less than 0.05).

✓ As for age, it explains the dependent variable. The older they get, the more experience they acquire, the more responsibility they have to perform their work correctly.

✓ As far as the personnel under your command is concerned, it is an important variable, the greater the number of collaborators the less attention there will be, their needs are unknown, most of the collaborators must be supervised.

✓ Of the proposed variables, the one that allows us to see the significance of internal control in organizations is the position to direct and decide whether it is necessary to implement it, whether manager or owner (its exponential of  $b - \text{Exp}(b)$ ) is more distant from 1.

### **Control environment in micro and small enterprises region XII of the State of Mexico**

In Table 2, the results show that the model (set of independent variables) is significant, the values are between 0.436 and 0.582 of the dependent variable, and correctly classifies 79.8% of the cases, therefore, the model

is accepted.

✓ Few micro and small enterprises have heard about internal control, and they are also unaware of the benefits that it can generate to improve administrative and financial activities (significance less than 0.05).

✓ Most companies do not have a formal organization chart, but have established a framework of hierarchies between business areas, which gives employees a guideline to know their responsibilities, functions and rights.

✓ As far as these organizations are concerned, they lack written manuals, whether they are organizational, procedures and positions, which would raise the quality of their activities for the benefit of the company.

✓ Of all the variables selected, the one that has the greatest significance in explaining internal control in the control environment block is to know, apply and implement a system for the optimal use of economic, human and technological resources and (its exponential of  $b - \text{Exp}(b)$ ) is furthest from 1.

### **Risk assessment in micro and small enterprises in Region XII of the State of Mexico.**

In Table 3, the results presented show that the model (set of independent variables) is significant, the values are between 0.111 and 0.149 of the dependent variable, and correctly classifies 64.70 % of the cases, therefore, the model is accepted.

✓ The manager or owner should train employees in the use of technology by applying software that helps to optimize time and identify the competition so that sales do not decrease (significance less than 0.05).

✓ The dependent variable, which explains the model is the prevention of accidents at work, which generates unforeseen expenses and sometimes difficult to afford, so it is necessary to provide benefits under the law such as social security.

✓ Of all the variables selected, the one that has the greatest significance in explaining internal control in micro and small enterprises, identification of competition that can affect sales by always offering a good price, quality and excellent service (its exponential of  $b - \text{Exp}(b)$ ) is furthest from 1.

### **Control activities in micro and small enterprises region XII of the State of Mexico**

In Table 4, the results presented show that the model (set of independent variables) is significant, the values are between 0.136 and 0.182 of the dependent variable, and correctly classifies 67.10% of the cases, therefore, the model is accepted.

✓ The manager must identify if training of employees is necessary to avoid turnover, in addition to having the licenses whether municipal, state and federal jurisdiction (significance less than 0.05).

✓ In turn, the dependent variable that explains this block is whether vacancies are continuously created due to

**Table 1.** Socio-demographic data of managers in micro and small enterprises region XII of the State of Mexico

Section	Cox and Snell R- square	R square of Nagelkerke	Percentage correction	Variable	Sig.	Exp(B)
DS (Sociodemographic Data)	0.096	0.128	65.60%	Sex	0.313	0.784
				Age	0.027*	1.441
				Civil Status	0.973	0.993
				Education	0.005*	0.668
				Persona Car	0.036*	0.689
				Post	0.003*	1.7
				Business area	0.131	0.951
				Business related	0.949	1.001

a. Variables specified in step 1: Sex, Age, Civil status, Education, Persona Car, Business area, Business related

b. \*p<0.01; \*\*p<0.05; \*\*\*p<0.1

**Source:** Authors compilation from SPSS output

**Table 2.** Control environment in micro and small enterprises region XII of the State of Mexico

Section	Cox and Snell R- square	R square of Nagelkerke	Percentage correction	Variable	Sig.	Exp(B)
AMC (Control environment)	0.436	0.582	79.8 %	AMC1	0.071	0.071
				AMC2	0.996	0.999
				AMC3	0.623	0.926
				AMC4	0.039*	0.721
				AMC5	0.002*	0.579
				AMC6	0.224	0.824
				AMC7	0.609	1.089
				AMC8	0.341	0.832

a. Variables specified in step 1: AMC1, AMC2, AMC3, AMC4, AMC5, AMC6, AMC7, AMC8.

b. \*p<0.01; \*\*p<0.05; \*\*\*p<0.1

**Source:** Authors compilation from SPSS output

**Table 3.** Risk assessment in micro and small enterprises region XII of the State of Mexico

Section	Cox and Snell R- square	R square of Nagelkerke	Percentage correction	Variable	Sig.	Exp(B)
ER (Risk assessment)	0.111	0.149	64.7 %	ER1	0.000*	0.0699
				ER2	0.067**	1.358
				ER3	0.028**	0.797
				ER4	0.132	0.835
				ER5	0.00*	1.623

a. Variables specified in step 1: ER1, ER2, ER3, ER4, ER5.

b. \*p<0.01; \*\*p<0.05; \*\*\*p<0.1

**Source:** Authors compilation from SPSS output

resignation, dismissal of workers, either due to low pay and benefits.

✓ It is necessary to have a person trained in accounting aspects to identify what are your obligations in tax, administrative, to comply in time and form, and avoid penalties.

✓ Of all the variables selected, the one that has the greatest significance is to timely identify internal and external factors that may affect business (its exponential of b -Exp (b)- is furthest from 1.

### Information and communication system in micro and small enterprises region XII of the State of Mexico

In Table 5, the results presented show that the model (set of independent variables) is significant, the values are between 0.270 and 0.371 of the dependent variable, and correctly classifies 76.60% of the cases, therefore, the model is accepted.

✓ All organizations should keep a record of the operations that are made either sales, purchases and

**Table 4.** Control activities in micro and small enterprises region XII of the State of Mexico

Section	Cox and Snell R-square	R square of Nagelkerke	Percentage correction	Variable	Sig.	Exp(B)
ACC (Control activities)	0.136	0.182	67.1 %	ADC1	0.34	0.887
				ADC2	0.000*	0.564
				ADC3	0.000*	0.606
				ADC4	0.044*	0.819

a. Variables specified in step 1: ACC1, ACC2, ACC3, ACC4.

b. \*p<0.01; \*\*p<0.05; \*\*\*p<0.1

Source: Authors compilation from SPSS output

**Table 5.** Information and communication system in micro and small enterprises region XII of the State of Mexico

Section	Cox and Snell R-square	R square of Nagelkerke	Percentage correction	Variable	Sig.	Exp(B)
SIC (Information and Communication System)	0.27	0.361	76.6 %	SIC1	0.00	0.565
				SIC2	0.00	0.493
				SIC3	0.00	2.197
				SIC4	0.022	1.427
				SIC5	0.00	0.612

a. Variables specified in step 1: SIC1, SIC2, SIC3, SIC4, SIC5.

b. \*p<0.01; \*\*p<0.05; \*\*\*p<0.1

Source: Authors compilation from SPSS output

and expenses, and easily identify which products need to buy, which are sold and if they have profit or loss (significance less than 0.05).

✓ The owner in many companies wants to take on the role of the all-knowing, they are the ones in charge of buying, selling, hiring personnel and safeguarding their financial information.

✓ Of all the variables selected, the one that has the greatest significance in explaining the model is, most of the companies make purchases and sales using cash, they do not use devices that accept cards either cash or credit (its exponential of b -Exp (b)-) is farther from

### Supervision and monitoring of micro and small enterprises region XII of the State of Mexico

In Table 6, the results presented show that the model (set of independent variables) is significant, the values are between 0.065 and 0.087 of the dependent variable, and correctly classifies 62.30% of the cases, therefore, the model is accepted.

✓ Managers consider the implementation of internal control looking for benefits in the areas that manage the companies for the efficient use of human, technical, technological and financial resources (significance less than 0.05).

✓ There is the intention to implement internal control for continuous improvement trying to achieve organizational objectives for the benefit of the organization,

local economy and population in general, seeking to remain in the market, contributing to gross domestic product and generating jobs.

✓ Of all the variables selected, the one that has the greatest significance in explaining the model, managers consider it important to have an appropriate internal control for the benefit of the companies regardless of the volume of sales and jobs it generates (its exponential of b - Exp (b)-) is furthest from 1.

### DISCUSSION

Previous studies such as those by Lizaraburu et al. (2019); Luiz and Vieira (2020); Soncini (2020); Souza et al. (2020); investigate, analyze, study, determine, evaluate internal control in organizations. To obtain information they use questionnaires or structured interviews using the COSO Model.

The studies mentioned above make mention that in the organizations studied there are weak or nonexistent controls in some components of internal control and suggest that no matter the size of the companies whether micro, small, medium, and large if they are private and public all should implement such a system according to the needs seeking permanence, generation of that competitive advantage to consolidate in the market and seek that growth.

The cited authors use as a means of information

**Table 6.** Supervision and monitoring in micro and small enterprises region XII of the State of Mexico

Section	Cox and Snell R- square	R square of Nagelkerke	Percentage correction	Variable	Sig.	Exp(B)
SSC(Supervision and monitoring)	0.065	0.087	61.8 %	SCS1	0.00	0.511
				SCS2	0.52	1.097
				SCS3	0.641	1.063

a. Variables specified in step 1: SCS1, SCS2, SCS3.

b. \*p<0.01; \*\*p<0.05; \*\*\*p<0.1

**Source:** Authors compilation from SPSS output

collection a questionnaire, and they all agree on the lack of formality of an internal control system in MSMEs, as Gansauer (2016) exposes, having a robust internal control system can be costly. Small businesses rarely have the resources to invest in new tools and employ more people just to review documents, monitor activity, adequately protect data.

With the research that was carried out, it was found that effectively micro and small enterprises in the XII region of the State of Mexico do not have formal internal control factors that help to bring a better organizational structure in administrative, financial, accounting, and tax aspects, it is important to implement the internal control system by applying the components of the COSO Model such as control environment, risk assessment, control activities, information systems and communication, monitoring and supervision, all are interrelated, the proper functioning will lead to optimal efficient use of economic, human, technical and technological resources.

Some regulations are not carried out by ignorance most of these companies do not pay licenses, permits, taxes, which has a significant impact on the development of activities to be performing acts of trade informally. Having good internal control will help the achievement of objectives, proposed goals, to obtain profits, seeking profitability, liquidity.

In addition, today with so many changes, the uncertainty that are being experienced by the COVID-19 worldwide there is a huge crisis and with this pandemic micro, small businesses must innovate, seeking the opportunity for new sales tactics through e-commerce to facilitate offering products and generating cash flows, investing in underutilized areas such as marketing and information technology.

## Conclusions

Micro and small enterprises in region XII of the State of Mexico, do not have an adequate internal control system, justifying that it would generate a high cost, which

are not willing to disburse the owners, on the other hand, sometimes the lack of economic resources limits the implementation.

Internal control is of utmost importance for all types of companies because if it is implemented properly can give growth opportunities to organizations and generate a greater number of income the same way will generate more jobs and contribute to gross domestic product.

The managers, owners of micro and small businesses are not aware of internal control and what it involves to carry it out accredit that it is expensive and do not have the necessary training to implement it, but there are tools such as the components of the COSO that are control environment, risk assessment, control activities, information systems, communication, supervision, and monitoring that would allow them to achieve their administrative, financial, accounting and tax objectives.

The administrative process (planning, organization, direction, and control) are a fundamental part of internal control since organizations need an organizational structure to identify their positions and thus facilitate the delegation of duties and are also essential for the implementation of a program focused on internal control, which will allow them to make proper use of their resources, material, human, technological and technical.

For micro and small businesses, it is a challenge to implement internal control because they lack many resources, but if achieved would have a great impact on the economy of the southern region of the state of Mexico.

Undoubtedly this study leaves great learning, it was known the reality of micro and small businesses the Region XII State of Mexico, their needs, but also allows them to learn, improve, implement internal control systems helped the administrative process to generate a competitive advantage and boost the regional economy.

It is necessary to formally design the internal control process, promoting culture through leadership, communication, teamwork, motivation, and training, for the continuous improvement and operation of the organization.

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