

Volume 3, Issue 5 - July - December - 2017

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Journal-Republic of Cameroon

ISSN-On line: 2414-4959

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ECORFAN Journal-Republic of Cameroon, Volume 3, Issue 5, July-December 2017, is a journal edited semestral by ECORFAN. S/C Zacharie kamaha, Street: Boulevard de la Liberté, Apartamente: Immeuble Kassap, Akwa- Douala. P.C.: 5963, Republic of Cameroon. WEB:www.ecorfan.org/republicofcameroon/, journal@ecorfan.org. Editor in Chief: RAMOS-ESCAMILLA, María. ISSN-On line: 2414-4959. Responsible for the latest update of this number ECORFAN Computer Unit. ESCAMILLA-BOUCHÁN, Imelda, LUNA-SOTO, Vladimir, S/C Zacharie kamaha, Street: Boulevard de la Liberté, Apartamente: Immeuble Kassap, Akwa-Douala. P.C.: 5963, Republic of Cameroon, last updated December 31, 2017.

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Female entrepreneur an approach to her entrepreneurial profile in Sucre, Bolivia

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Received August 28, 2017; Accepted November 30, 2017

Abstract

The research presented below has as its central protagonists the women entrepreneurs and their views on entrepreneurship, which made it possible to approach the construction of a Profile of the Enterprising Woman of Sucre, Bolivia. The study is based on the phenomenological methodology, which supported interviews give an account of the meanings and meanings of women who decide to undertake and from their experiences and their concrete realities, provide an analytical, reflective and contrasts with theories, in a debate that allows theoretical contributions from them and their experiences as well as the fundamental feature that distinguishes them in terms of the decision they had to undertake. The Entrepreneurial Woman in Sucre is characterized by challenging her socio-economic living conditions and disadvantaged conditions in the business world. The permanent struggle of effort, tenacity, decision and search for economic autonomy are some of the features that build this approach of the Profile of Women Entrepreneurs in Sucre.

Woman, Entrepreneurship, Economic autonomy

Citation: CALDERÓN-COLLAZOS, Cristian*† & RONCAL-VATTUONE, Ximena. Female entrepreneur an approach to her entrepreneurial profile in Sucre, Bolivia. ECORFAN Journal-Republic of Cameroon. 2017, 3-5: 1-13.

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Introduction

The objective of this article is to present a general overview of Women Entrepreneurs, considering the importance that women have in the face of such a complex choice as to count or start a company in patriarchal societies where gender differences still persist. Economic autonomy is constituted from the women in the fundamental element to take the decision to undertake, under economic and social characteristics that marked their lives, particularities in which they develop within a competitive market giving account of the main weaknesses and strengths as women entrepreneurs, the results will allow us to distinguish their main traits as entrepreneurs, contrasting even with the theory proposed by different authors in relation to the subject.

Methodology

It is important in any study to understand human singularities, an aspect that enables the qualitative from a phenomenological methodology, studying the being that is punctuated in a set of interrelationships, constitutive particularities and descriptive qualities, thus understanding the experiences, expressions, important and relevant of women in general and of women entrepreneurs in particular. (Quiroz, 2013).

The phenomenological undoubtedly establishes the alternatives to work with methodologies that will allow the narrow work between the object and the researcher subject, for this purpose the information was revised both primary and secondary concerning the theories referring to entrepreneurship and economic autonomy, and the decision that women have to take as an alternative to generate their economic autonomy.

For the present work realizes the realization of ten interviews to women entrepreneurs who are owners of companies in the Municipality of Sucre.

Analysis and conceptual description

Numerous have been women who from different social positions have claimed fair and legally fair treatment in various public movements to be heard demanding the equality of their rights. In the light of these movements, international organizations and bodies have emerged in favor of the struggle of women: in 1946, the "Commission on the Status of Women" was created¹ with the objective of promoting the advancement of women over their rights throughout the world. (UN, 2006).

In 1961, the "Development Assistance Committee" (CAD) and the "Consultative Body of the Committee on Equal Opportunities" were founded²; in 1975, the World Conference on the International Year of Women, held in Mexico City, recommended the creation of a research and training institute dedicated to the promotion of women. The following year, the Economic and Social Council of the United Nations (ECOSOC) founded the United Nations International Research and Training Institute for the Advancement of Women (INSTRAW), whose mission is to promote and carry out, at the international level, Programs that contribute to the empowerment of women and gender equality.

¹In support of this Commission, in the same year, the Division for the Advancement of Women (DAW) was established, which includes among its main purposes the promotion of equality and the incorporation of a gender perspective in policies and programs. - Information Center, 2000)

²Its main function is to review annually the activities carried out by the CAD. It also organizes seminars and meetings on specific topics that allow member countries to design activities to achieve common objectives.

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Likewise, the United Nations Development Fund for Women (UNIFEM) was established in 1985 to support the initiatives of both governmental organizations and civil society, aimed at improving the quality of life of women. In 1987, the Committee for the Elimination of Discrimination against Women (CEDAW), established by the United Nations, was established in accordance with article 17 of the Convention on the Elimination of All Forms of Discrimination against Women (UN, 2008).

The International Organizations have joined the struggles to demand the rights of women, generating spaces and instances to promote gender equity.

Equity understood as the right to fair distribution between men and women in relation to decision-making and participation in social, economic, political, cultural and family spheres, establishing and opening the way to promote the development of their potential to ensure their legitimacy and advances aimed at its fundamentally economic autonomy.

"The autonomy of women is a fundamental factor in guaranteeing the exercise of their human rights in a context of full equality. The control over his body (physical autonomy), the capacity to generate income and own resources (economic autonomy) and the full participation in the decision-making that affect his life and his community (autonomy in decision making) constitute three pillars for achieve greater gender equality" (ECLAC, 2010).

In this regard, ECLAC (2010) identifies three kinds of autonomy:

- a) Autonomy as a political concept, which considers as the ability of people to formulate their own projects as well as the actions to achieve them, that is to say; achieve the condition as subjects capable of defining wishes and interests and know how to choose the best actions to make those choices.
- b) Gender autonomy conceived as the "degree of freedom that a woman has to be able to act according to her choice and not with that of others". There is a close relationship of the autonomy of women both individually and collectively since the degree of autonomy of a single subject is inseparable from the degree of autonomy of the social group to which it belongs. That is, the degree of personal autonomy that a woman can deploy will also depend on the possible autonomy of her social group and on that which the women of the society to which she belongs have reached.
- c) Economic autonomy, for this organism is a fundamental factor to ensure the exercise of their human rights in a context of full equality, and control over their own bodies, the generation of income, own resources and full participation in the taking of decisions that affect your life and your community.

ECLAC emphasizes that economic autonomy is explained as the ability of women to generate income and own resources from access to paid work on equal terms with men; also considering the use of time and the contribution of women to the economy.

These three autonomies, from an integral perspective, constitute fundamental pillars for the achievement of greater gender equality in any country in Latin America and the Caribbean.

Having your own income is a basic and necessary condition for any adult in our societies to exercise their economic autonomy and not depend permanently on others to satisfy their needs and those of their family, as well as to make decisions about resources.

In the case of women, often having income constitutes a basis but does not necessarily mean exercising full autonomy from the economic point of view, since their income is so low that they do not allow them to overcome the poverty threshold, either individually or from their homes (ECLAC, 2016).

Despite this, "Economic autonomy is a fundamental pillar of women's autonomy and, by definition, requires women to earn income that allows them to overcome poverty and have free time to train, access the labor market, develop professionally and personally, participate actively in social and political life and dedicate themselves to their loved ones without it becoming a barrier to achieving their own aspirations "(ECLAC, 2016: 8).

Economic autonomy in women is established as a fundamental requirement for the achievement of gender equality, which is related to their possibilities of participating in the labor market, strengthening the generation of their own income, which contributes to their recognition as an individual subject and social, and advance in the rupture of a subordination and discrimination that eliminates the macho cultural mandate, supreme ideal to which the societies of the 21st century should reach.

The concept of women's autonomy is constituted in a measure that evaluates the achievement in the process of empowerment and overcoming social exclusion. Knowing the ability of women to autonomously decide their participation in the market, in politics, in public life, make it possible to analyze achievements in gender equity. Heller (2010) argues that women's economic autonomy and poverty reduction become the most important requirements to achieve gender equity.

Bravo (2012) points out that economic autonomy is understood as the ability of people to generate their own income that satisfies their subsistence needs. Thus, those who do not generate income are poor even when they have the possibility of accessing the income of others, placing themselves as economically dependent.

"Autonomy is a preponderant value that includes a dimension of solidarity and reciprocal recognition. From this perspective, on the one hand, protection against risks and vulnerabilities must be expanded, and skills and life options developed; and on the other hand, autonomy and solidarity must be combined "(Bravo, 2012).

With regard to Bolivia, the document Women Writing our Autonomy, promoted and managed by the UN and the Ministry of Autonomy in 2015; expresses that the struggle of women has been fundamentally in the search of their autonomy in their different meanings: in their bodies, in the political and in the economic, emphasizes that autonomy consists in taking and being responsible for decisions, developing all the capacities and necessary conditions to be able to participate in all areas of society, so that they can express themselves freely, make their decisions and participate politically in the activities of the community.

Women writing our Autonomy, poses four dimensions to advance the autonomy of women:

- a) The autonomy of the Body, which consists of the recovery of your body to be able to decide, to fully exercise the right to live without any violence in public, private spaces, freely exercise sexuality, care, enjoy and rest the body leaving back stereotypes of the feminine
- b) Economic autonomy, which is the generation of income in a labor market and even within their families, requires equal treatment and remuneration, employment insertion policies and promotion of production from women, even considering that Household work produces wealth and that wealth must be remunerated
- c) Political Autonomy, which is to respect their own visions, positions, proposals, ideologies, not necessarily coincide with the ideas or thoughts of men. Each look is included when deciding on the family, the community, the municipality, the department or the country. This autonomy does not only mean participating, but deciding and taking the women's voice to deliberation spaces
- d) Autonomy of Thought, which considers that women have their own ways of thinking in relation to ways of knowing and relating to the world, to be able to think and decide freely according to their ideas and proposals

Both Heller, ECLAC and the Ministry of Autonomies agree that economic autonomy in women is paid access in the labor market or the different ways in which they have to generate their own income.

The Ministry of Autonomies in its dimensions, while maintaining the essence of what was proposed by ECLAC, incorporates the autonomy of thought as well as making an effort of a view from the Bolivian society.

In the text, the Ministry of Autonomies places greater emphasis on paid work for household activities, mentioning that the State recognizes the economic value of work in the home as a source of wealth and that it should be quantified in public accounts, a major issue debate by its nature and social contribution considering that poverty in Bolivia continues to have the face of a woman.

Based on the perspective of economic autonomy, spaces are created to provide assistance in attention against violence, health, education and entrepreneurship, as spaces, whose fundamental objective is to support and promote public policies, corporate programs and projects in terms of gender equality and women's autonomy considering also the business aspect.

It is in this sense that entrepreneurship is approached from a gender perspective that entails valuing the contribution that women make to society in economic terms despite the conditions not always conducive to advance in the construction of favorable spaces for their development.

"This even requires to make visible all those human activities necessary for life, especially those that in our time make sense to socialize, many of which have also been traditionally in charge of women" (Correa, 2014), recognizing the role they play women in the business field.

At present, few studies have recognized the importance of considering the characteristics of women entrepreneurs, analyzing the values and motivations that led them to undertake, and those that have done so have not considered the dynamic nature of these values. and motivations that are decisive in the personal situation of joining the business field.

This requires emphasizing that in gender programs, there are female voices in all areas: leaders of the academic, corporate, social and economic sectors who have told their stories.

Those women who with perseverance and vision have managed to cross the barriers in a net patriarchal world.

These voices are the ones that then express their vision of undertaking and that in addition it is possible to contrast with diverse authors, conceptualizations that enrich with the business life practices the theoretical conceptions.

Undertaking: a condition of autonomy

Authors who talk about the importance of entrepreneurship, we can find many, theorists who classify the term according to their own ideologies, their times and according to conceptions such as politics, profession and the same human being. In the following chart, some examples:

Richart Cantillón	The entrepreneur is buying products at a certain price in the present, combining them correctly to obtain a new product and then selling it at uncertain prices in the future, it does not have a safe return and must take risks and the uncertainties present in it market (Sanz, 2013).
Joseph Schumpeter	The entrepreneur is the founder of a new company, is an innovator who breaks with the traditional way of doing things, with established routines, must have

	leadership skills, the entrepreneur has the ability to see things as nobody else sees them. (Carrasco, 2008).
Jean Baptiste Say	The entrepreneur is a "superior" worker, has the capacity of the superintendent and the administration. Risk taker that faces obstacles and uncertainties and that optimizes the use of resources, considering it as the foundation of value creation (Osorio, 2010).
Kirzner	The entrepreneur recognizes the opportunities and takes actions to take advantage of them. He is the one who has the skills to take advantage of market imperfections (Sanz, 2013).
Baumol William	It is identifying new ideas and putting them in motion. She is the person who leads and is a source of inspiration in the development of a new company (Herrera, 2013).
John Stuart Mill	It raises the importance of entrepreneurship for economic growth, points out that the development of entrepreneurship requires unusual skills (Herrera, 2013).
Ferran	Entrepreneur "is a person who creates his own business as an individual, that is, individually on his own", on the other hand it is noted that entrepreneurship is not only about becoming a business but facing new paths or new projects constantly without the need to create a company, an entrepreneur can also be an independent person who works independently on his own. (Ferran, P., Guillem, P., Albert t., 2015)
Remolins	"To be an entrepreneur you do not have to be young, you do not have to be rich, you do not have to inherit a company. It is true that you can be an entrepreneur when you are young, being rich, or starting from a family business, you can also start at a mature age, starting from scratch, even after ruining yourself "(Remolins, 2015)

Table 1. Undertaking from various Authors.

Source: Elaboration based on Carrasco, (2008), Osorio, (2010) and Herrera, (2013)

As can be seen in Table 1, the authors who talk about entrepreneurship respond to their own situations and experiences, Schumpeter in 1934, proposes a really rigid definition from our perspective, as if the requirement to undertake is necessarily a company, not It establishes that an entrepreneur may emerge at some stage of a person's cycle.

On the other hand, authors such as Jean Baptiste Say (1781) Baumol William (1990), Kirzner (1973) and John Stuart Mill (1948), propose concepts where the enterprising person is seen as someone supernatural who has to meet a series of requirements, unusual characteristics of people totally different from others so says Mill when he states that they are people of uncommon abilities.

Say argues that the entrepreneur is a superior worker; and is that no person can be equal to the other. Women and men, have their own skills if not equal, but remarkable in the activities they perform, we can not mention that X is superior to Y, due to being an entrepreneur and taking the risk, which is in any case is to seek gender equity based on respect for the differences that exist between human beings.

Ferran and Remolins the year 2015 pose a similar definition between the two, state that undertaking is not necessarily to have a company as pointed out by Schumpeter, in fact Ferrán mentions that you can undertake at various stages of our lives, and if you want to undertake and work Individually, it is valid.

Remolins shows a structured panorama with a more methodical approach when emphasizing that the brilliant idea must necessarily be accompanied by an adequate planning.

Ferran and Remolins in a dynamic of flexible times establish that at any moment and phase of a person's life it is possible to undertake and / or create a company or business, whether individual or collective, also considering that one can be rich, or leave the bank broken, can inherit a company or start one, can be old, young, there is no limitation to start undertaking, expressions that have greater similarities with the protagonists of this work.

In this sense, for the entrepreneurial women of Sucre, to undertake does not mean to be different from the others, or to have skills different from other people to carry out a business, to undertake for them, is fundamentally to advance in the achievement of their economic autonomy. as well as the decision that entails the destiny of your income, in front of the uncertainty and the risk that generates any project, means the work with determination, dedication, to decide and to go ahead.

The foregoing, makes it more relevant to raise the conceptualizations from them, their own views on entrepreneurship that can even exceed the already established theoretical concepts, even demanding some rethinking:

Miriam Serrudo (Owner of an Artisan company)	To undertake is to do something that one likes, to perform satisfactorily, is to have my own money
Salome Flores (Owner of a Upholstery Company)	It is to be independent (...) to have my own money, (...), is to generate my own income
Antonieta Sauza (Owner of a beauty center)	I believe that undertaking is risky, it is also an alternative, many are in the university, a career, but they are dependent, but when you start you are your own boss, you make your decisions, you manage your times, it is a risk because you never know if you are going Go well, but it is also a satisfactory lake because you have something of your own, it is to have the ability to create risk and have satisfaction.

María Jesús Cueto (Owner of the Nazarene Educational Unit)	It is, take giant steps, forward, without looking back, without falling, and if you fall you get up again, but always looking at a horizon, always looking at a future, always looking at the light and the possibility of having your own income.
Paola Álvarez (Co-owner of the Southern Beer Factory)	The word to undertake is always scary, because it is to throw oneself into the unknown, to start from scratch with something that one wants to do and in what is good, but it is also the biggest challenge, in the end is the word triumph, it is working with the heart, because when you work with the heart and give it all the effort, all the love for what you do, will get ahead.
Teresa Zárate (Owner of Garment Apparel Daniela)	It is to make a dream a wish, to carry on, sometimes it is easy but sometimes it is difficult, not always what one wants to do, then, to undertake for, my would be to carry out a dream that allows me to have my own money.
Lenny Slopes	Entrepreneurship is, starting a way of life, with commitment and good, in any aspect not only a business, if you put the desire and commitment can have their own money, putting in the head and saying what I will achieve cost what cost.
(Owner of Accounting Consultant)	Entrepreneurship is economically independent
Julia Cardozo	Entrepreneurship is to generate your own money, do not depend on any boss, because they impose their schedules, their rules, they do not let you go with children, in case I do not depend on anyone, it's like launching yourself to success, because sometimes you do well and other times it's not going well for you.

Table 2. Undertake from the women of Sucre.

Source: Elaboration based on interviews conducted with businesswomen of Sucre

The majority of women entrepreneurs coincide in their horizons when they point out that undertaking "... is to have economic autonomy", not asking permission or favor from other people, including the family, about the decision of the destination of their money.

Also point out that also, it implies helping at home with monetary income, in a joint work with the husband, with another person or simply alone, that of counting and achieving with the enterprise always their economic autonomy.

However, to guarantee their economic autonomy, according to ECLAC it is necessary that these women have sufficient income since we can not talk about it if the monetary income of their companies is low and only enough to survive and in some cases it causes more expenses due to costs and non-recovery of capital. That is to say; Economic autonomy is not synonymous with subsistence implies a challenging attitude towards risk consolidating sustainable dreams in the long term.

Results: Profile of the Entrepreneur Woman in Sucre

In this system of continuous invisibilization of women, of domination of men that determines the role that they must assume in all areas of their lives has also been the scene of the emergence of women who made the decision to break the pre-established inequality of gender and start their business initiatives and consider the need to create your own company.

The enterprising woman of Sucre, comes from a large family, of a conventional structure; in his childhood he saw the need to work in different activities because family income did not supply. As a result of the interviews, there is evidence on the one hand of those women who manage to join the education and on the other those who come mainly from the rural area who do not manage to advance their academic formation, and very few finish their professional preparation, both groups nevertheless they sought with eagerness the self-taught formation.

The conventional structure, the result of the patriarchal society was manifested in the authority exercised by the father, in the division of labor where the activities of the household fall on women as their exclusive action and as an obligation to provide care and / or care including maintenance of the younger siblings, access to education and mainly to professionalization becomes a privilege for male children.

Taking into consideration the most outstanding aspects that characterize the entrepreneur, developed by the mentioned authors as well as the views of the women of Sucre, the following features are considered among the most outstanding characteristics in a general way that determine the Profile of the Entrepreneurial Woman from the city of Sucre:

- Persistence in search of better income, working from a young age to help their family, their children and their parents.
- The ambition to be better people and curiosity and goals to fulfill.
- Determination and courage to move forward, from the moment they decide to become independent, support their studies and financially help their families.
- Basic skills for the administrative business organization. Most do not have complex structures, they work alone.
- Optimistic and insecure women, they do not have confidence in themselves, because of the scarce resources they have.
- They are women who have not discovered their leadership skills.
- Companies (micro) weak administratively, economically and financially.
- Scarce communication skills, do not have negotiating skills, very few negotiate relationships with suppliers.
- Scarce global knowledge of the operation of a company, have a less technical vision more covered in dreams and desires, without a business strategy look.

- Empirical administrative management, based on experience, there are no strategic plans, action, established and measurable goals.
- They are women who have little experience in the management of Information and Communication Technologies, particularly internet management.
- Limited use of innovation tools that allow them to change their traditional vision of a sole proprietorship
- Generally they do not focus on developing innovative ideas but on solving immediate economic problems of survival.
- The size of women's businesses are mostly family or micro-enterprises, rarely owning medium-sized companies.
- The level of education is generally low, in addition their knowledge of administration are scarce in the majority empirical.
- Companies are focused on the services sector and serve market niches.
- Access to credit in women entrepreneurs is limited, their knowledge in finance is empirical, which limits business and economic growth.
- Fear of developing strategic alliances with public and academic institutions that strengthen their knowledge.
- Ignorance of public policies to support productive activities or services.

Table 3. Profile of Women Entrepreneurs in Sucre

Source: Elaboration based on Life Stories and Interviews of Women Entrepreneurs

Final thoughts

As indicated in previous paragraphs, the "enterprising person"; is seen by some scholars as someone different from others, who develop skills that are not common to other people, but the Entrepreneur Woman of Sucre beyond having made the decision to undertake and take the risk by chance does so out of necessity and in many times as a moral obligation to family demands which is revealed in the weaknesses they present in those skills "essential" to carry out a company.

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Sucre women entrepreneurs continue to face the dilemma of combining their role as entrepreneurs with the role of wives or mothers, reconcile the family with the company becomes a first obstacle to progress and consolidate their economic autonomy in a business world dominated by the men.

Women who have broken paradigms and who must take on entrepreneurship as learning, change mentality and approach the scientific and technological world, assume the costs involved in advertising, the development of a marketing plan, profitability plan, plans oriented in the growth of their companies, the development of alliances, organizational strategies, but fundamentally the self-knowledge in their entrepreneurial skills as triggers of the personal discovery of their capacities as entrepreneurs that extend their security in societies that are accustomed to seeing men in front of the companies.

This requires leaving the anonymity where they are, opening paths in highly competitive markets for the supply of their products or services, meeting the demands of customers, generating opportunities for impact through creativity and innovation that enhance the scalability of their companies. .

In addition to the foregoing, there is a need for greater promotion of gender equity policies and the recognition in practice of the contribution that women in all spheres and from different trenches make to society in economic, academic, political and economic terms. social.

In the case of women entrepreneurs, it is essential that they have the same conditions as men to compete in the different spaces where the business world operates.

The work on public policies in favor of the entrepreneurial woman is relevant, although there are national and international organizations that provide support to these women, the work is isolated, often translated into training that does not have the corresponding impact because it is not considered the particular characteristics of each of them.

Therefore, it is also necessary to have governmental, academic and business bodies in a joint and proactive construction of these bodies in permanent support for women, to make a diagnosis of what has been worked on, the results and results that have been taken as support strictly to the enterprising woman.

Determine the main strengths and work on improving the weaknesses, where in the long term a model of institutional strengthening and generation of competitive advantages for women entrepreneurs at different levels is built.

In Bolivia, the large gaps in income between men and women persist, with monthly income in women being less than 50% compared to men (ECLAC, 2014).

This is evident in the so-called 2025 Patriotic Agenda of the Bolivian State.

In the area of gender policies, plans and programs aimed at the development of women have been developed, to mention some of the last decade are: the National Plan for Equal Opportunities "Women Building the New Bolivia to Live Well" Elaborated in 2008, where reference is made to the economic autonomy of women under the conceptions of employment and work.

Mentioning that the entry of women into the labor market not only gives them margins of freedom to negotiate and affirm their projects and Interests but also means a change in their own conceptions about their reality, their family and their environment, also argues about the difficulties women face when they join the work.

Since they also have to perform domestic tasks, making self-employment or informal work is an alternative chosen by them since it is a type of employment compatible with work domestic.

However, the Committee for the Elimination of Discrimination against Women (CEDAW), in 2014, pointed out that although this Plan proposed the recovery of the concept of gender and its decolonization, there were no great advances in implementation, arguing that this situation it was mainly due to the lack of allocated resources, a situation that has been little modified to date.

In particular, the Five-Year Plan for women 2006-2010, incorporated a productive economic component since it proposed granting capital to rural women in order to improve their assets and access to credit.

As part of the implementation, a Productive and Labor Development Management was created, focused on the economic empowerment of women for their participation in better conditions in the labor market as well as in the execution of productive economic initiatives for which advice was available integral through technical assistance for the improvement of production and business management with a gender focus (SELA, 2010).

It is important to emphasize that until 2015, in Bolivia there have been advances in 27 regulations in favor of women in accordance with the provisions of paragraph II of Article 14 of the Political Constitution of the State (CPE) which "prohibits and sanctions all forms discrimination based on sex, color, age, sexual orientation, gender identity, culture, nationality, citizenship, language, religious creed, ideology, political or philosophical affiliation, marital status, economic or social status, type of occupation, degree of instruction, disability, pregnancy, or others that have as objective or result annulling or diminishing the recognition, enjoyment or exercise, in conditions of equality, of the rights of every person".

Despite these advances, in 2015 the United Nations Population Fund (UNFPA) established that the fundamental challenge in Bolivia is not only to develop laws, regulations and plans, but that its implementation constitutes a challenge to achieve change the lives of Bolivian women.

With regard to the economic autonomy of women, at the National level according to the GEM in 2014, expressed that the largest number of women have more problems when it comes to entrepreneurship, in addition to having limited access to formal employment, to social security, although it can be an aspiration of many workers, in terms of reality there is a series of social restrictions associated with formality such as the provision of time and excessive bureaucracy, in addition to the payment of tax (Marco, 2016)

Progress at the national level is not enough although there are rules in favor of women in various areas, there is no normative document of support particularly for women entrepreneurs.

However it is the responsibility of the municipal and departmental governments to create policies in this area case that goes in favor of the entrepreneurial woman considering that "Women entrepreneurs offer an enormous potential for growth and economic development but said potential requires the adequate institutional environment to be achieved" (SELA, 2010).

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Innovation in the tourism sector: From a meta-analytical approachSAUCEDO-ESTRADA, Hael Karina^{†*} & AYAVIRI, Alberto*Universidad Mayor, Real y Pontificia de San Francisco Xavier de Chuquisaca*Received June 15, 2017; Accepted September 01, 2017

Abstract

The contribution of this work to science, proposes a method to carry out a systematic review of the literature, appealing to recent bibliometric studies that point to research studies in innovation in the tourism sector from the management 2010 to July 2017 from the access to the Scopus database, based on a meta-analytic study of more recognized studies and figures of how the evolution of research in this area of knowledge has been. For the analysis, 123 articles, affiliated to 18 Cuartil Q1 journals were used. Differentiating different types of innovation according to the depth (radical or incremental) and according to the factor of innovation (product, process, market, organizational).

Innovation, Tourism Sector, Analytical Meta.

Citation: SAUCEDO-ESTRADA, Hael Karina^{†*} & AYAVIRI, Alberto. Innovation in the tourism sector: From a meta-analytical approach. ECORFAN Journal-Republic of Cameroon. 2017, 3-5: 14-26

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Introduction

With the advance of scientific knowledge today, it has been seen that there is an exponential increase in scientific production, and it is difficult to access all the research that is supported by the increasing contributions of researchers on any subject. Such background, allow to define what is necessary, develop a methodology with a meta-analytical approach of reviews of multiple studies integrating empirical results of many researches on innovation in the tourism sector, as the first starting point, of this topic for the contribution of the knowledge and offer information in the context of companies in the tourism sector, allowing to provide an overview of the research conducted in the Scopus database on the topic, resulting attractive to the academic and business community, identifying itself as a topic of interest on innovation In the tourism sector, as a research problem is respectively recent, the first academic articles published in scientific journals are from 1985 (Doren & Lollar, 1985).

At present, the economy has evolved towards the intensive development of the services sector, from being considered as an aspect of the marketing function to the predominance of this type of companies, where in most cases the product is an intangible (Arzola, M., Mejías, 2007). So it has settled an important boost of academic interest since recent years. (Álvarez et al., 2008).

However, recent contributions indicate that innovation in tourism businesses should be studied and treated differently presenting particular characteristics, which shows that the tourism sector plays an important role in the generation of innovations that allow efficient management of tourism. resources, competitive generation Advantages and creation of value (Hjalager, 2010).

Between 2010 and 2017, a total of 349 articles were published in Tourism, Management and Business Management journals that address tourism innovation systems, with an important growth rate that ranges from 2 articles since 1985 to 79 articles in the year 2017. Affirming the above, it is appreciated that the innovation systems are leading the lists as an important topic in academic conferences as it reflects the need for research in this field. Within the literature, different agendas can be identified to guide future research in innovation to services.

The most recent was produced by (Hjalager, 2010), in order to create networks to boost innovation, as well as to know the factors of collaboration that intervene in innovation and competitiveness between tourism companies with the government, universities and the community. And, also, it is necessary to study public policies that promote innovation in the tourism sector and especially in small businesses.

Objective

The study, defined as objective a systematic review of the Scopus database, to analyze its behavior in recent years and identify with the analysis, the trajectory of innovation in the tourism sector, allowing to identify the gaps in the literature, its characterization and its relevance, in order to conform to identify future lines of research, using a meta-analytical approach.

Methodology

For the development of systematization and statistical and computer tools that facilitate calculations in our area of study, this research adopted the author's model (Melo Mariano, García Cruz, & Arenas Gaitán, 2011).

With the Meta-Analytical Approach, which is a research process that requires compliance with the standards of the scientific method: objectivity, systematization and replicability. (Marín Martínez, Sánche Meca, Huedo Medina, & Fernández Guzmán, 2007), compared to traditional reviews of research, also called qualitative or narrative reviews, unlike a meta-analysis that allows the quantification of research results and analyze together (Marín Martínez et al., 2007).

The systematic review of articles obtained from the SCOPUS electronic database, accredited and recognized for the purpose of searching the literature regarding Innovation in the tourism service was carried out.

It is possible to describe in seven phases: that the following is described: (1) determine journals of the research area; (2) Establish relevant journals; (3) Sustain the Database with articles; (4) analysis of authors and articles; (5) Determine lines of research and theoretical approaches; (6) Keyword Analysis and (7) Relationship Study.

Later we detail each one of these steps through the following scheme.

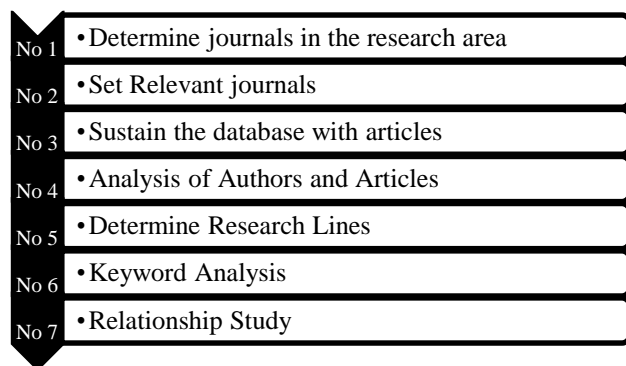


Figure 1. Phases of the methodological design of the Meta-analysis

Source: Adapted from the Author (Melo Mariano et al., 2011)

Results

Phase 1. Determine the journals in the area of research

The first phase, relates the investigation of material of scientific value through the determination of the sources of the data that we are going to work on in the investigation.

It has been proposed, from the bibliometric perspective, as material of the input where the analysis is applied, the data offered from scientific journals have been taken from the existing record in Scimago Journal Rank (SJR), derived from the SCOPUS database which is based on an algorithm called Page Rank, describing the word of interest "innovation in tourism", identifying (all subject areas) the area of interest of the Business, Management and Accounting study and the (all subject categories) by selecting 9 categories of academic scientific journals indexed with SJR classification impact factor and citations received from articles published in a journal.

Areas of interest of the study	1. Accounting
	2. Business and International Management
	3. Business, Management and Accounting (Miscellaneous)
	4. Industrial Relations
	5. Management of Technology and Innovation
	6. Marketing
	7. Organizational Behavior and Human Resource Management
	8. Strategy and Management
	9. Tourism, Leisure and Hospitality Management

Figure 2. Identificación de categorías del área de interés del estudio

Source: Based on data from Scimago Journal

Phase 2. Establish relevant journals

For the second phase the SCOPUS database has been used, applying the search tool (SSfM)¹ 1.0, which feeds on Elsevier's Scopus search results and uses them to process data from the SCImago Journal & Country Rank portal. Scopus <http://www.scopus.com>). (Ramirez Correa, 2008).

The SSfM is the one that allowed to choose journals defining selection criteria and minimum parameters required as: impact factor, times that have been cited and not published in conference journals, in addition, identify publication origin, and the most consulted to download the articles, and as a result has reported a number of (18) most relevant Q1 quartile journals, which give us the guidelines that are of better quality and seek information, which are indexed in the Scopus databases.

Next, the graphic shows reports of journals classified with Sweet Spots and the green circles represents the size and indicates the number of articles in a journal of the loaded data, and in addition the green color that depends on the percentile of the journal with respect to its Hindex index and this is higher p66².

Also, the illustration diagram presents the position on the X axis that is the SJR percentile of the journal and the position on the Y axis is the percentile of the publication documents in the journal.



Figure 3. Report 1/5 sheet of classified Q1 journals with sweet spots

Source: Prepared by the authors, with data from the SCImago Journal & Country Rank portal. (2010-2017).

N	Journal	SJR*	H index*	Total Cites (3years)	Articles
1	Tourism Management	2.11	96	504	30
2	Journal of Sustainable Tourism	1.904	49	150	18
3	International Journal of Tourism Research	1.134	19	394	13
4	Current Issues in tourism	0.889	33	441	10
5	Annals of Tourism Research	2.262	95	1007	10
6	Tourism Economics	0.512	34	203	9
7	Tourism Geographies	0.901	34	311	8
8	International Journal of Contemporary Hospitality Management	1.079	28	766	8
9	International Journal of Hospitality Management	1.318	52	1624	3
10	Journal of Business Research	1.183	100	4548	3

1 Sweet Spots for Manuscripts 1.0, free software tool

2 Value that divides an ordered set of statistical data and is formed from a percentage of such data is less than said value.

11	Management Decision	0.892	41	600	3
12	Journal of Cleaner Production	1.588	81	15164	2
13	Industrial Management and Data Systems	0.846	61	591	1
14	Museum Management and Curatorship	0.275	16	480	1
15	Journal of Evolutionary Economics	0.552	48	140	1
16	Journal of Management Studies	4.047	105	810	1
17	International Journal of Forecasting	1.056	55	573	1
18	Journal of Travel and Tourism Marketing	0.897	21	476	1
TOTAL ARTICLES					123
<p>SJR*= The quality and reputation of the scientific journal have a direct impact on the value of the appointment. Therefore, the appointment of a journal with a high SJR is worth more than the appointment in a journal with a lower SJR.</p> <p>H index*= Proposed by Hirsch of the University of California, in the year 2005. The H index Hirsch is an indicator that allows to evaluate the scientific production of a researcher</p>					

Table 1. Relevant Q1 quartile journals

Source: Own elaboration based on Scopus Data (2010-2017).

Phase 3: Support the Database with Articles

Selected journals for our study, the exploration was made in the database of Scopus, in English "innovation in tourism" has been considered the time of seven and a half years (2010-2017). The results of the journals consulted were (123) out of a total of (394) articles on the subject. Among the journals that have quartile Q1, with high impact level research.

The database of data, has the possibility of exporting to a text file with a set of variables considered and related to each article in Excel: Authors (s), Title of the document, Year, Title of the source, Volume, Abstract, edition, Pages, Counting appointments, Serial identifiers, etc. that is shown below.

Journals	2010	2011	2012	2013	2014	2015	2016	2017	TOTAL
Annals of Tourism Research	3	1	1	1	2	2			10
Current Issues in Tourism	1		2	1	2	3	1		10
Industrial Management and Data Systems					1				1
International Journal of Contemporary Hospitality Management	1		1		1	1	3	1	8
International Journal of Forecasting		1							1
International Journal of Hospitality Management				1			1	1	3
International Journal of Tourism Research	1	2		2	2	2	3	1	13
Journal of Business Research				1			2		3
Journal of Cleaner Production							2		2
Journal of Evolutionary Economics				1					1
Journal of Management Studies			1						1
Journal of Sustainable Tourism		1		3	2	5	5	2	18

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Journal of Travel and Tourism Marketing	1								1
Management Decision					2	1			3
Museum Management and Curatorship				1					1
Tourism Economics	1	1		3	3		1		9
Tourism Geographies	2		1	3		1	1		8
Tourism Management	2	3	5	2	3	8	2	5	30
Total general	12	9	11	12	20	26	21	12	123

Table 2. Distribución de los artículos según JOURNALS (2010-2017)

Source: Own elaboration based on Scopus Data (2010-2017).

Through the graph, we can validate the scientific importance of the study, which shows that the issue is gaining much importance and interest year after year, as you can see the graph shows that in the 2010 management, 12 articles were published and that through the At the same time, it had a gradual growth in the number of publications, standing out with greater number in the 2014 and 2015 administrations with 26 and to date 12 publications until June 2017, which means that the interest of researchers in this area could be growing towards greater number.

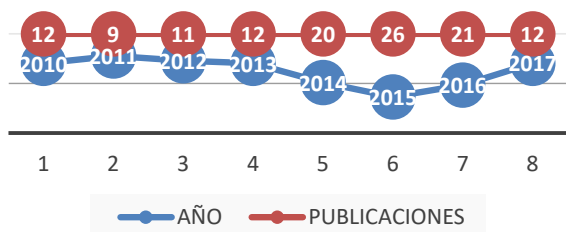


Figure 4. Distribution of articles according to journals, 2010- 2017

Source: Based on data from Scopus (2010-2017)

Phase 4: Analysis of Authors and Articles. This phase is divided into two aspects:

- a. First we analyzed the most cited authors and the results were obtained by two ways to compare and cross Excel information and vosviewer: Vos Viewer maps (Eck & Waltman, 2013) highlighting the 10 most cited authors, standing out with a record of citations of 289 by Hjalager AM (2010), San Martín H. (2012) 88 citations, Camisón (2012) with 77, Hall J. (2012) with 65, Paget (2010) and his 59, Weidenfeld A. (2010) with 59 citations and so on as described in table 3.

Author	Citations
Hjalager A.-M.	289
San Martín H.	88
Camisón C.	77
Hall J., Matos S.	65
Paget E.	59
Weidenfeld A.	56
Farsani N.T.	51
Aldebert B.	51
El-Gohary H.	45
Gurel E.	43

Table 3. Featured authors according to citations

Source: Own elaboration based on Scopus report

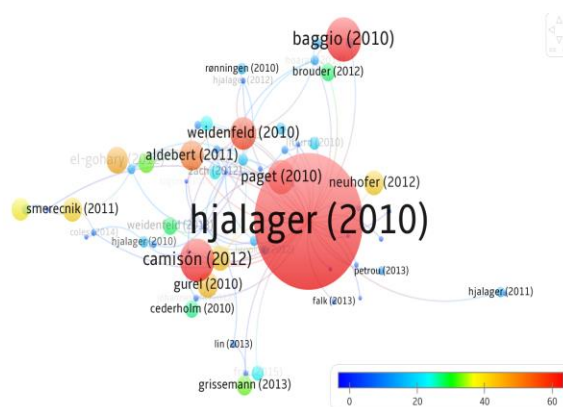


Figure 5. Top Authors Map with Vosviewer

Source: Self made

- b. This part has as its goal to show their articles and make an analysis of the (10) most cited authors of the bibliography found and the selection of their works was made, generating an association of authors with their respective works published more than twice and with an average of 82.4 citations per article, higher than the total average. These data allow us to conclude that they have a high impact factor in the Innovation literature in tourism, since these articles form the basis of the articles since 2010-2017

Author	Title	Journal	Year	Citations
Hjalager A.-M.	The review of innovation in tourism	Tourism Management	2010	289
San Martín H.	Influence of factors of user factors in the purchase of automobiles in the tourist field: Integration of innovation in the UTAUT framework	Tourism Management	2012	88
Camisón C.	Measuring innovation in tourism since the Schumpeterian and perspective perspectives	Tourism Management	2012	77
Hall J., Matos S.	Entrepreneurship and innovation at the base of the pyramid: Is the recipe even growth or social exclusion?	Journal of Management Studies	2012	65

Paget E.	Innovation tourism case. An actor-network approach	Annals of Tourism Research	2010	59
Weidenfeld A.	Cross-border information transfer and innovation	Annals of Tourism Research	2010	56
Farsani N.T.	Geotourism and geoparks the novelties for socioeconomic development in rural areas	International Journal of Tourism Research	2011	51
Aldebert B.	Innovation in the tourism industry: The case of Tourism @	Tourism Management	2011	51
El-Gohary H.	Factors Affecting E-Marketing Adoption and Execution in Association Tourism: An Empirical Enterprise from the Small Government Village	Tourism Management	2012	45
Gurel E.	Tourism students' entrepreneurial intentions	Annals of Tourism Research	2010	43

Table 4. Top Authors most cited according to Scopus database

Source: Self made

Phase 5: Determine Research Lines.

To establish the main lines of investigation and theoretical approaches that deal with the topic of innovation in the tourism sector, it is necessary to make an analysis of the main articles and what positioning they take in the literature.

In the review of the articles it was concluded that the lines of research that most discussed the proposed study, are addressed various categories of innovation: product, process, management, market and institutional, environmental. Important determinants of innovation are recognized, including the role of entrepreneurship, the technological impulse and the existence of cluster in published works.

While the most used theoretical approaches were the approaches, the Radical and Incremental innovation Being Based on the theories. This phase is substantial so that it is possible to define the new bases and ways of the investigation to be continued so that the this author according to the scientific interests.

Phase 6: Análisis de las palabras clave.

In order to keep abreast of new research, it can be seen that of the 624 key words are not repeated, suggesting the existence of different topics that are addressed in the research and criteria were handled through a Vosviewer search, these words reveal adequate characteristics of each work, allowing to congregate the studies and classify them.

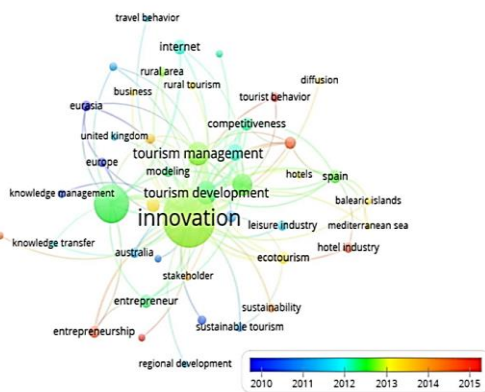


Figure 6. Keywords
Source: Own elaboration based on Vosviewer

Phase 7: Study of relationships.

Now involves carrying out a relationship study, after reviewing the bibliographic research you have the necessary material to develop a structural model, along with all the Phases of the research.

But it is pertinent to support the empirical work by identifying the (10) most cited authors and identifying the types of innovation that the authors highlight in their studies, with a greater number of studies in product innovations, followed by a process, to which there is that currently add innovation in the environment as something imposed at a social legal level and that has as its purpose corporate social responsibility, as shown in table 5.

Types of innovation	No. Publications
Product	40
Process	32
Market	15
Knowledge Management	10
Organizational	11
Environmental	9
Theoretical	4
Institutional	2
Grand Total	123

Table 5. Types of innovation that describe the articles
Source: Self made

Finally, it is important to know what is the contribution of the (10) most cited authors, to know which theoretical approach is most approached, in what places the research has been applied, to know in which the most used statistical techniques, which describes the table.

No. 1 Author
Hjalager A.-M.
Type of innovation
Theoretical
Contribution
Shows Various categories of innovation - product, process, management, marketing and institutional. The main determinants of innovation have been confirmed, including the role of the initiative, push technology and the existence of industry industrial industries. The representation of knowledge is also identified as a critical factor for the consequences and nature of innovations. The review of the JOURNALS that are not yet limited and empirically evident comparable of the level of innovative activities and their impacts and a great capacity for the countries of origin and national. The agenda for the prospection of the future is uncertain, which suggests that there is a question of formal quantification and for the qualitative tests of the foundations, processes, measures and policies of innovation in tourism
No. 2 Author
San Martín H.
Type of innovation
Market
Contribution
It explores the process of adoption of new information technologies by users of rural tourism services and, more specifically, the participation factors of individuals who explain their intentions to make reservations directly through the websites of rural areas. In the event that there is a change in the quality of the information, it must be taken into account that the use of information technology (UTAUT), this study establishes a model that includes five variable explanations of the online purchase. The empirical results obtained in a sample of 1083 from which several rural websites have been examined suggest that the competitiveness of purchases is positively influenced by: 1) the levels of performance and expected performance with respect to the transaction; and 2) the level of user innovation. In addition, the constructive innovation has a moderate behavior in the relationship between the performance of the expectation and the online purchase.

No. 3 Author
Camisón C.
Type of innovation
Organizational
Contribution
Through the diagnosis, it shows two main centers: how the secondary bases of active activity define the limits of industry tourism, and the degree to which these databases reflect the particular characteristic of this economic activity. It is important that these analyzes present errors and anomalies, the understanding of the situation at the micro level and complicating the problem of international comparability, and the analyzes do not capture the internal heterogeneity of the intrinsic behavior of tourism of certain companies, activities. The problems related to the indicators and the needs of the study methods to complement the development of indicators in the secondary sources. The study included a set of proposals that should be considered in the context of the scoreboard to provide a preview of technological tourism and innovations, as well as its innovative innovations, as well as its innovative capabilities, the combination of the Schumpeterian discipline and the dynamics based on the capabilities, and also cross-references the feasible comparisons.
No. 4 Author
Hall J., Matos S.
Type of innovation
Institutional
Contribution
The contribution is to improve the understanding of initiatives to promote recruitment policies worldwide, including growth in the BOP. In the event of a change in working conditions, policies and social inclusion policies. The orientation policies of companies and the prospects of employment prospects. The study extends on the subject of BOP, entrepreneurship, the global value chain, and sustainable tourism literature by examining the poor, entrepreneurs, the role of local innovation, and the promotion of company policies.
No. 5 Author
Paget E.

Type of innovation
Market
Contribution
It examines the innovations of the tourism company in the particular context of ski resorts. Actor-Network Theory, applied to the tourism sector, raises the conceptual framework of the study. The results, after several qualitative methods, show that business growth refers to the implementation of new partnerships between actors and non-entities. Thanks to its "leader of the driving," the company of managers at interest and winding in their project. The analysis helps to understand how, within a tourist destination, existing resources can be reconfigured to create a unique and the products that ensure the success of the company.
No. 6 Author
Weidenfeld A.
Type of innovation
Knowledge Management
Contribution
This study examines the transfers of communications between attractions in Cornwall, England, paying attention to the comparison of the cluster and the similarity of the industry. It is based on a deepening of the depth with the administrators of the tourist attraction and the key management in two spatial contrasts. The results show that the geographic proximity, the similar product and the market of the similarity of the quality of the services of transfers and the innovation of the spillovers, in the local and the region scalas. It is also shown that the influences of the similar of matter and spatiality are related to it, although this is a specific scale. The work of the companies through an in-depth knowledge of the transfers and innovations in the business of industrialized companies, exploring the sources, the resources, and the results of the knowledge of the transfer, and providing insights into the complexities of the similar and of the geographic proximity and geographic / clustering location.
No. 7 Author
Farsani N.T.
Type of innovation
Product

Contribution
Geoparks, innovations for the protection of natural and geological heritages, play an important role in the development of geotourism. In terms of geotourism, the establishment of geoparks can generate new jobs, new economies and other sources of income, especially in rural regions. This fits the production of local products and crafts involved in geotourism and geoproducs. This document discusses the role played by geoparks in the sense of the economy of the local population. In this end, 25 geoparks have been evaluated (20 in Europe and 3 in Asia [Malaysia, Japan and Iran], 1 in Australia and 1 in South America [Brazil]).
No. 8 Author
Aldebert B.
Type of innovation
Process
Contribution
His contribution was to capture and capture the evolution of innovative innovations in the tourism industry through the empirical analysis of annual tourist trips. Tourism is an important fair trade in Europe that is mainly linked to the tourism industry, for example, innovative startups, small and medium enterprises, large multinationals and academics. The event offers important information on innovation in the tourism industry through competition for projects that reward new technologies or new ICT applications applied to tourism. The database of innovative projects during competitions is exploited and analyzed in the Secondary Section of innovation and project production. The three main attributes of the framework are used for the analysis of the industry: the knowledge bases, the arguments and the demand. The paper highlights the intensity of innovation activity in tourism, and gives evidence of the rapid evolution of the tourism industry, as well as the impact of ICT impact on this evolution.
No. 9 Author
El-Gohary H.
Type of innovation
Market
Contribution
Analyze the different factors that affect the adoption of electronic marketing (E-Marketing) by small communities.

<p>The study validates the conceptual framework of TAM and RTD models to describe marketing and a quantitative application, on what date the survey is based on a questionnaire at different levels of the study. Advanced and unused tools to analyze the registration date. The results indicate that the autonomous communities of tourism and external factors have a great impact on the adoption of E-Marketing by such organizations.</p> <p>The results also confirm that the theories (TAM and IDT) are valid in the E-Marketing illustration of adoption by the minority government communities. The results reinforce the importance of the differentiation factors in the marketing of E-Marketing and add to the limited limited number of empirical studies that have been conducted to investigate E-Marketing adoption in the countries of the next meeting.</p>
No. 9 Author
Gurel E.
Type of innovation
Theoretical
Contribution
<p>He researched the relationships between entrepreneurs, socioculturality and the entrepreneurial initiative of university students in the United Kingdom and the United Kingdom. 409 student tourism have been attenuated to the entrepreneurial, enterprising measure including risk-taking propensity, innovativeness, tolerance of ambiguity and locus of control and socio-cultural factors.</p> <p>The results indicate that there is a statistically significant relationship between innovation, propensity to take risks, family entrepreneur and entrepreneur. Education does not seem to play an important role in measures to combat the intentions of university students.</p>

Table 6. Conceptual studies on innovation in Tourism

Conclusions

As a result of this research work, the opportunity to continue with academic research was identified, due to the theoretical vacuum that still exists at the level of academic studies.

The systematic review reveals that there is still little systematic and comparable empirical evidence of the level of innovative activities at the Latin American level and its broader impacts and implications on innovation processes, innovation barriers, innovation and economic performance, policy studies and evaluations, academic core, entrepreneurship and the development of theories of innovation in tourism. What allows to generate a future investigation, which proposes that there is an inquiry of quantification and qualitative studies.

The review shows that the articles are grouped into seven major categories: a) organizational innovation, b) product innovation, c) process innovation, d) market innovation e) knowledge management in innovation, and f) Organizational innovation models . g) environmental h) institutional. Most of the studies are given in the context of hotels, restaurants, travel agencies and theme parks, etc.

Demonstrating that innovation in tourism companies is a topic of emerging study that will strengthen the development and competitiveness of the sector itself.

It has been found that the origins of the publications are from Anglo-Saxon countries and that no study of Latin American countries has been identified and even more so in the case of Bolivia, which presents very little and mostly publications with a low impact factor, it is convenient to have a look to that database with high impact factor publications.

The limitations of the study are recognized, because only the Scopus database was taken into account as we consider that there may be other studies in the area and in other databases that were not considered in the approach of this article.

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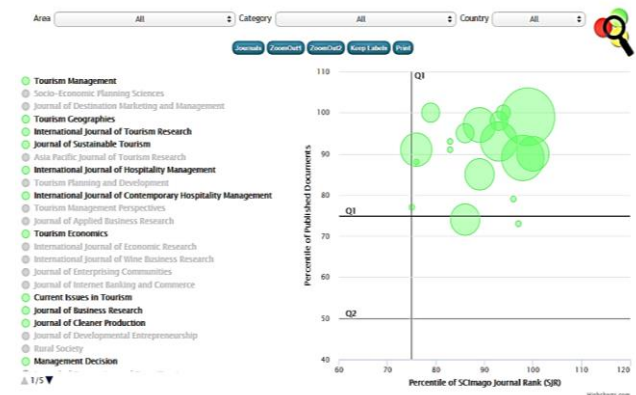
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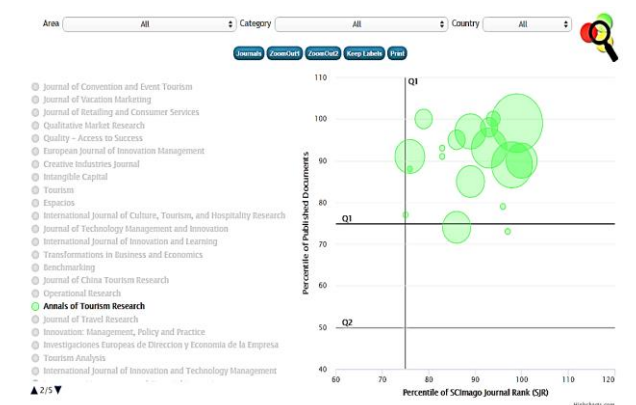
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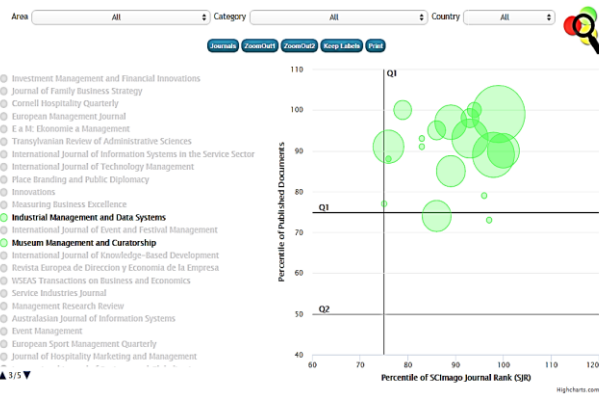
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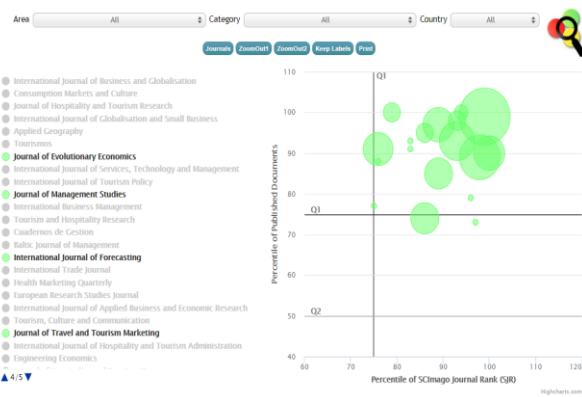
Annex 1. Report sheet 1 JOURNALS classified with Sweet Spots from scopus database
Source: JOURNALS selected from the Scopus database, (2010-to June 2017)



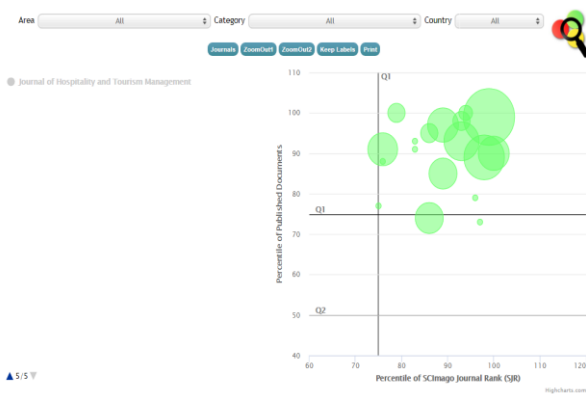
Annex 2. Report sheet 2 JOURNALS classified with Sweet Spots from Scopus database
Source: JOURNALS selected from the Scopus database, (2010-to June 2017)



Annex 3. Report sheet 3 JOURNALS classified with Sweet Spots from Scopus database
Source: JOURNALS selected from the Scopus database, (2010-to June 2017)



Annex 4. Report sheet 4 JOURNALS classified with Sweet Spots from Scopus database
Source: JOURNALS selected from the Scopus database, (2010-to June 2017)



Annex 5. Report sheet 5 JOURNALS classified with Sweet Spots from Scopus database
Source: JOURNALS selected from the Scopus database, (2010-to June 2017)

Organizational commitment in Bolivian Companies: Measurement and analysis from the Allen and Meyer model

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Received July 7, 2017; Accepted October 13, 2017

Abstract

The main objective of this research is the measurement and analysis of organizational commitment in Bolivian companies in the manufacturing sector and the service sector. The Allen and Meyer model was applied. The research method was established in two stages: the qualitative data were analyzed from the content analysis. The quantitative data were analyzed using statistical techniques such as factor analysis. The research, carried out in five companies of the trunk axis of Bolivia, showed that the collaborators, to the extent that time elapses, present a greater degree of commitment. It was also found that employees with management positions have a higher commitment tendency than those who do not. It was found that companies that transform their discourse into practice, present more committed collaborators; that the philosophy of management oriented to the internal client and that recognizes the collaborator as a strategic resource for the organization, contributes moderately with the organizational commitment, which in turn, generates a sustainable competitive advantage.

Strategic management, Human talent, OC model, Organizational commitment, Normative commitment, Affective / normative commitment, Affective commitment

Citation: FUENTES-JIMÉNEZ, Pedro Antonio. Organizational commitment in Bolivian Companies: Measurement and analysis from the Allen and Meyer model. ECORFAN Journal-Republic of Cameroon. 2017, 3-5: 27-42

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Approach to the problem and objectives of the investigation

Problem statement

Business management depends to a large extent on the strategic direction and organizational structure that are fundamental for the generation of cooperation by the stakeholders and coordination of the company's resources and capabilities, since they allow the achievement of the main objective of increasing the value of it.

The competitive environment, in which companies are immersed, generates a need to look for alternatives to build a sustainable competitive advantage.

Among the various alternatives, the possibility of working with collaborators (workers) as a way to look for this asymmetric resource or distinctive capacity is evident.

The entrepreneurial culture of exploitation and the short-term approach to hiring and relationship with the internal client that prevails in this country does not seem to help strategic management, in this case, of human talent.

Considering that it is a line that is constantly growing in the international context (Ahmed and Rafiq, 2003, Yang, Huang and Wei, 2015) it is necessary to investigate what is being done in this field in Bolivian companies to identify the actions that are developed and know what are the convergences with the subject in the international field.

In this research, the companies in the center of the country, better known as "the trunk axis", will be considered for several reasons: the geographical proximity for the realization of the research, the level of development of the companies in this subject.

The availability of the companies to participate in the research process and, finally, the interest of the author of this work in the development of the subject in the companies of his region given his professional and academic experience in the business field.

Research objectives

The main objective of this study is to measure and analyze the organizational commitment by applying the OC Model of Allen and Meyer in companies in Bolivia.

To achieve this objective, a series of specific objectives have been defined:

- Present a review about the research lines of the subject
- Identify, based on studies already executed, the background and consequences of organizational commitment
- Identify if there are demographic characteristics that can influence the degree of organizational commitment of the collaborators; y,
- Analyze the organizational commitment of the companies under study.

Research method

1. Data source

It is necessary to contextualize this section given that two aspects were applied, each with its respective criteria for the choice of the companies to study.

The first aspect has to do with the necessary conditions that companies must meet in order for the study to be a contribution to the scientific community and to the companies themselves.

For this first aspect, the data was collected in five reference companies of the trunk axis of the Plurinational State of Bolivia, which is constituted by the departments of La Paz, Cochabamba and Santa Cruz and which, according to the INE -Instituto Nacional de Estadística- (2016) are the departments with the greatest economic projection nationwide. The companies were selected based on some criteria that emerged from the analysis of the previous information that was found on the subject in terms of the theory by university professors, academic authorities, business leaders and above all the author's interest in it. The main criteria were:

- Size of the company: medium and large.
- Formal departments in its structure: marketing and human talent.
- Source of competitive advantage: recognize the collaborator as a strategic resource.
- Economic sector: secondary (manufacturing) or tertiary (services).
- Predisposition to the study: Allow the application of an investigation of this type.

1.1. The participating companies with respect to the generality of companies of the backbone and selection of the interviewed

To comply with the second aspect that explains the selection criteria, five companies were selected to participate in the investigation. The names were omitted at the request of the companies investigated and will be treated, from here, as Company A (services), Company B (manufacturing), Company C (services), Company D (manufacturing) and Company E (manufacturing).

Below are the reasons for choosing companies based on criteria of the Economy Magazine Bolivia (2009-2014).

CRITERIA	COMPANIES				
	A	B	C	D	E
QUALIFICATION "AA"	QUALIFIES	QUALIFIES	QUALIFIES	QUALIFIES	QUALIFIES
PAYS TAXES (annually)	Bs. 405.6 M	Bs. 89.9 M	Bs. 388.3 M	Bs. 121.7 M	Bs. 62.9 M
REPUTATION (among 50 companies)	14	26	10	35	42
SINERGY	Business Group	Business Group	Integrated with suppliers and distributors	Integrated with suppliers	Business Group Integrated with suppliers and distributors
EXPERIENCE	40 years	47 years	72 years	114 years	66 years

Table 1. Characteristics of the participating companies regarding the generality of Bolivian backbone organizations

Source: Self made

Company A, founded in 1975, belongs to the service sector, based on a cooperative concept. The survey was distributed to the 300 employees of the company, in the end only 150 of the surveys were answered.

Company B is a family company in the manufacturing sector, which was founded in 1968. It has the marketing department and the human talent well structured and located in the central unit of the company.

The company has around 200 employees and the survey was distributed to all of them by their immediate managers, applying a census, basically, in order to avoid sampling errors.

Company C is a family business that has various business initiatives, from the manufacturing sector to the service sector. It was created in 1943 and since then its growth has been sustained. In this company, a simple random sampling was applied so that the sampling frame represents the entire organization because the objective is for all members to respond.

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The fundamental reason to obtain a sample and not to carry out a census in this company was the restriction established by the administrators of the same that preferred not to apply the time for the event of all its population because they foresee a "prejudice" and only agreed for a quantity 250 employees

Company D, founded in 1901, is part of a large industrial group and is characterized by belonging to the manufacturing sector. The survey was delivered to all the employees of the unit, composed of 74 employees, in one of the meetings organized by the unit manager.

Company E, also manufacturing, has several production units and was founded in 1949. The survey was distributed to the 300 employees who work in the central unit of the company, which led to the application of a census.

1.2. Marketing executives and human talent

Five human talent executives and four marketing executives were interviewed. In Company B, the marketing executive invited his advisor to participate in the interview.

Table 2 shows the profile of the interviewees and shows that the shortest time of work in the company is 2 years and the highest is 24 years, which indicates that the people had sufficient conditions to respond to the surveys that referred to aspects of culture and management philosophy.

Area	Company	Gender	Time in company	Level
Marketing	A	Female	3 years	Strategic
	B	Male	11 years	Strategic
Marketing	C	Female	15 years	Strategic
	E	Female	5 years	Strategic

Human talent	A	Female	7 years	Strategic
	B	Female	2 years	Tactical
	C	Female	24 years	Strategic
	D	Female	6 years	Strategic
	E	Male	12 years	Strategic

Table 2. Profile of the interviewees

Source: Analysis of the data made by the author.

2. Collection instruments and data analysis

2.1. Qualitative data

In order to identify the perceptions of organizational commitment in companies and, mainly, to investigate what is the opinion of marketing executives and human talent on the subject, a qualitative survey was conducted.

The qualitative data were collected from semi-structured surveys applied to the marketing managers and human talent of each of the companies.

The surveys were structured with five points:

- Information regarding the management of human talent of the company: with the objective of identifying the actions that are developed by this department and how the activities related to the aspects of endomarketing are developed, such as, for example, the development and the process of internal communication.
- Information regarding the influence of the marketing department in the activities carried out with the employees of the company: to identify the role that this department has in relation to the collaborators and if there are specific actions that are their responsibility.

It also seeks to verify to what extent there is an awareness of the need for their contribution in the internal environment to achieve the objectives in the external environment.

- Information regarding the treatment of the company's collaborators: in order to investigate the true management philosophy used by the company to manage its collaborators. The main objective is to analyze if there is a distinction between the discourse, which is manifested through the mission of the company and sometimes formal communication, and practice.
- Perceptions of managers in relation to the organizational commitment of employees: to verify how managers perceive the relationship between employees and the company. At the same time verify which are responsible for finding an increase in commitment of employees with the company.

The questions asked were previously prepared based on a logical criterion to investigate the points addressed in the literature; In this context, the questions addressed four basic aspects: the management of human talent, the influence of the marketing department, the management philosophy of the company and the perceptions of organizational commitment.

Points	Survey - Human Talent
Human talent management	<p>What are the activities developed by the human talent department? Does training refer to what types of content? How are the needs and expectations of employees identified and addressed? How is internal communication carried out?</p> <p>With respect to place-to-person adequacy:</p> <ul style="list-style-type: none"> • Human talent only acts when the employee requests it • There is only action when the manager requests it • Collaborators are evaluated to identify the adequacy of their skills and activities. • Human talent acts strategically. <p>How are the collaborators of the organization recognized and rewarded for superior / excellent performance?</p>
Influence of the marketing department	<p>What are the activities you develop together with the marketing department? The launch of new products or services:</p> <ul style="list-style-type: none"> • They are communicated only when the products or services are offered to customers • Only after reaching the media • Before reaching the media • At the same time they are developed. <p>Actions in the media:</p> <ul style="list-style-type: none"> • They are not communicated to collaborators • They are shown after they reach the customer. • They are shown at the same time that they reach the client, • They are shown to the collaborators before reaching the customer
Philosophy of management of the enterprise	<p>Are the employees of the organization seen as internal customers? How? Are the employees of the organization seen as a strategic resource? How? Does the marketing department have contact with the activities developed for the collaborators?</p>
Perceptions of organizational commitment	<p>Can organizational commitment be stimulated? Who is responsible for this activity? Are employees perceived as committed to the organization?</p>

Table 3. Questionnaire for the Human Talent Manager
Source: Own elaboration based on Allen and Meyer (1997)

The content analysis was carried out in three phases, based on Malhotra (2008). The first phase, consisting of the preparation of the surveys, the conduct of interviews and the recording of data. The exploration of the material, the second phase, consisted of the coding of the data and, the third phase, the treatment of the results obtained and their interpretation.

The categories were formed by the following items, which are based on the four points used to prepare the survey:

- Process execution responsibility
- Activities developed by the human talent department.
- Measurement of the perception of organizational commitment.
- Philosophy of management of the company.

2.2. Quantitative data

The quantitative data were collected through an objective survey and are classified into three categories of analysis:

- Demographic data
- Organizational commitment data.

All the quantitative data were analyzed by the statistical software SPSS. A pilot test of the questionnaire was carried out with 66 collaborators of a service company with the objective of evaluating the general structure of the survey, the understanding of the questions and the process of recording the data.

The demographic data refer to age, working time in the company, gender, marital status, schooling and position. These aspects were selected to identify if they have any relation with the aspects of the organizational commitment model applied.

2.2.1. Data on organizational commitment

The data on organizational commitment were collected from the survey developed by Meyer and Allen (1997).

The organizational commitment is composed of three components: affective, instrumental and normative. Each of the components has six questions. Thus, from the Likert Scale (Garson, 2004), the scores were correlated. - Scale measuring organizational commitment. The average of the 6 questions presents the degree of commitment of the collaborators with the company.

To validate the scale of measurement of the components of the commitment the sequence recommended by Churchill (1979) was used, which presupposes first an evaluation of the alpha coefficient of each of the factors, observing the correlations of the item with the total and then the application of the factorial.

Variables of organizational commitment

The analysis of the organizational commitment variables was divided into three parts: the first that presents the variables that make up the factors of the topic, the second that addresses the factors and analyzes the differences between the sectors and the companies, and the third that relates the factors with the demographic variables to verify if there is any profile feature that can be highlighted in the commitment factors.

The variables, for the most part, have a high concordance index, remaining practically at levels 4 and 5 with the affirmations: I agree or I fully agree.

Variables of Organizational Commitment	(1) ¹	(2)	(3)	(4)	(5) ²	Total
The Organization has great personal meaning.	12	42	98	312	230	694
	1,7%	6,1%	14,1%	45%	33,1%	100%
In the organization I feel as if were at home.	20	42	66	315	249	692
	2,9%	6,1%	9,5%	45,5%	36%	100%
The Organization deserves my loyalty.	20	18	48	280	318	684
	2,9%	2,6%	7%	40,9%	46,5%	100%
I owe much to the Organization.	55	139	170	225	93	682
	8,1%	20,4%	24,9%	33%	13,6%	100%
I would feel guilty if I left the Organization today.	99	252	166	110	60	687
	14,4%	36,7%	24,2%	16%	8,7%	100%
I would not leave the organization because I have a moral obligation to the people who are here.	78	214	162	173	62	689
	11,3%	31,1%	23,5%	25,1%	9%	100%
I feel emotionally linked to the organization.	27	100	131	296	135	689
	3,9%	14,5%	19%	43%	19,6%	100%
I sense a strong integration with the organization.	21	72	118	329	140	680
	3,1%	10,6%	17,4%	48,4%	20,6%	100%
I feel myself obliged to stay in the organization.	33	155	123	240	127	699
	4,9%	22,9%	18,1%	35,4%	18,7%	100%

Table 4. Frequency of organizational commitment variables

Source: Analysis of the data made by the author.

The descriptive analysis presented in the previous table shows that there is a considerable standard deviation (1,16) in four variables: "I owe a lot to the organization", "I would feel guilty leaving the organization now", "I would not leave the organization now because I have a moral obligation to the people who are here" and "I feel obligated to remain in the organization." These are statements that deal with normative aspects of commitment to the organization; this could indicate that for the collaborators of the investigated companies it is difficult to assume this submission, in a certain way with moral commitment, with the company.

1. Analysis of organizational commitment components

The results show that the affective component is present in a stronger way in the organizations, having an average of 4.10 in agreement with the exposed statements. On the other hand, the component with the lowest degree of agreement was the normative commitment with an index of 2.93.

The ANOVA technique was used to identify significant differences between the three factors of organizational commitment and the sectors studied: services and manufacturing. The analysis identified that there are no significant discrepancies between the two sectors.

Analyzing the results of commitment of each of the companies, it is observed that in the five companies investigated the affective commitment is superior affective / normative, which in turn, is superior to the normative one, in accordance with what is shown in Table 5, note differences between companies.

Company		Minimum	Maximum	Mean	Std. Deviation
A	Affective commitment	150	1	5,4322	,6406
	Affective / normative commitment	150	2	5,3794	,8053
	Normative	149	1	5,2997	,9515
	Valid N (listwise)	149			
B	Affective commitment	92	1	5,3974	,6779
	Affective / normative commitment	91	1	5,3324	,8404
	Normative	91	1	5,2602	,9621
	Valid N (listwise)	91			
C	Affective commitment	182	1	5,3862	,9349
	Affective / normative commitment	180	1	5,3470	,9071
	Normative	182	1	5,2891	,9479
	Valid N (listwise)	180			
D	Affective commitment	68	2	5,4321	,5450
	Affective / normative commitment	68	1	5,3509	1,02614
	Normative	68	1	5,2965	,9758
	Valid N (listwise)	68			
E	Affective commitment	207	1	5,4154	,7780
	Affective / normative commitment	205	1	5,3629	,9064
	Normative	206	1	5,3070	,9489
	Valid N (listwise)	205			

Table 5. Descriptive statistics of the components of organizational commitment per company investigated.

Source: Analysis of the data made by the author.

Companies A and D have the highest rates of affective commitment. Companies A and E stand out for the regulatory commitment and, finally, companies A and E for the instrumental commitment. Also, companies B and C are characterized by having the lowest commitment rates in each of the components. Company B has the lowest degree of agreement (2.6026) for the regulatory commitment.

It is necessary to point out that there is no great dispersion of the standard deviation for companies, which diverges from the general data. The most important deviation is the affective / normative commitment of company D.

In this context, it can be concluded that there is a difference between the levels of commitment between companies. These means indicated in Table 1 are significant at the level of 0.00 according to the ANOVA test. We also present the means test with the affective commitment that indicates that the differences are significant at the significance index of 0.000. The other components, affective / normative and normative, also presented signification indexes at the level of 0.01.

Considering the data identified in the qualitative survey, it can be said that the managers of Company A were not sure of the level of commitment of the collaborators, although the research showed that the collaborators are not only committed, but that it is one of the levels higher commitment

The same did not happen in Company B, where managers expected a higher level of commitment and the result was presented as one of the lowest. It can not be said that the collaborators are not committed, because in the affective factor and, in the emotional / normative, the degree of agreement is higher than 0.3, which shows a trend, although the results presented are the lowest compared with the other companies investigated.

For Company C, the commitment may vary as the demographic variables of the collaborators do. As this will be analyzed in the next section, the comments will be made with the study of these variables. The managers of Company D are aware of the level of commitment of their employees, as they stated that they would be committed to the company, as was proven in the quantitative survey.

It is possible to affirm that, according to the method of evaluation of the organizational commitment used in this study, the collaborators of Company D and E are among the most committed.

Company E is also characterized by having a high degree of regulatory commitment. The managers of this company also certify that the collaborators are committed.

2. Analysis of the components of organizational commitment and demographic data

Table 6 presents a summary of the differences in demographic variables and commitment factors. The only one that is not cited in the table is the gender variable that did not present any significant difference, which indicates that, in general, there are no distinctions between the level of commitment of men or women in the companies investigated.

The variables age and marital status showed differences only in the affective commitment. It means that the older and married collaborators are more affectively engaged than the others. On the other hand, it should be noted that the differences are significant at the level of 0.05, and are therefore not very expressive.

Another demographic variable that showed significant difference was the leadership task. Bosses are more engaged in both the affective component and the affective / normative component.

The affective component presented an average of 4.04 for the employees without a leadership position and 4.48 for the collaborators with charge. Similar difference occurred in the affective / normative component (3.50 for collaborators without leadership tasks and 3.90 for leadership tasks). One of the reasons may be the recognition that companies make to this group of collaborators and the internal promotions that are carried out.

The policy of valorization of the collaborators, identified in the qualitative research, identified that the priority to cover management positions is to be nourished by the employees who are already in the company. Consequently, there is express recognition for the commitment of the employees who hold leadership positions.

Demographic variables		Commitment		
		Affective	Afect/normat	Normative
Age	Description	The greater the age, greater commitment		
	Index of significance	0,049	Non-significant	Non-significant
Scholar development	Descripción	The greater the scholar development, greater commitment	Employees with higher academic degree	
	Index of significance	0,000	0,014	Non-significant
Marital status	Description	Married		
	Index of significance	0,020	Non-significant	Non-significant
Leadership position	Description	Chief position	Chief position	
	Index of significance	0,000	0,000	Non-significant
Time in Company	Description	The greater the time in Company the greater the Commitment		Employees with major and minor time in company.
	Index of significance	0,000	Non-significant	0,000

Table 6. Demographic variables and organizational commitment factors

Source: Analysis of the data made by the author.

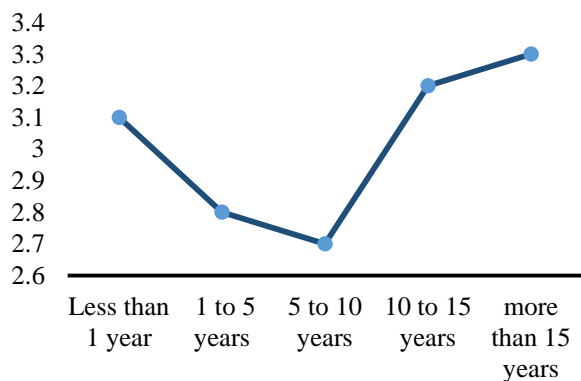
The training variable was significant for the affective and affective / normative component. The collaborators with the highest level of education are more committed than the others, especially those with a postgraduate degree.

Analyzing the factors in isolation it is also found that the normative commitment is the one with the least number of significant differences. The only demographic variable that presented some distinction is the time of the company and the collaborators with more and with less time of company are the most committed. One of the reasons may be the feeling of gratitude for everything the company has done for him.

On the other hand, employees who start working in the company are also somewhat committed, because they are pleased by this opportunity.

On the other hand, the expectation increases as the years pass, which lowers the normative commitment, as can be seen in Figure VII. 4. After 10 years of work in the same company, the normative commitment increases again, for the reasons already mentioned, because the collaborator is pleased by everything the company did for him.

Mean of normative commitment and time in Company



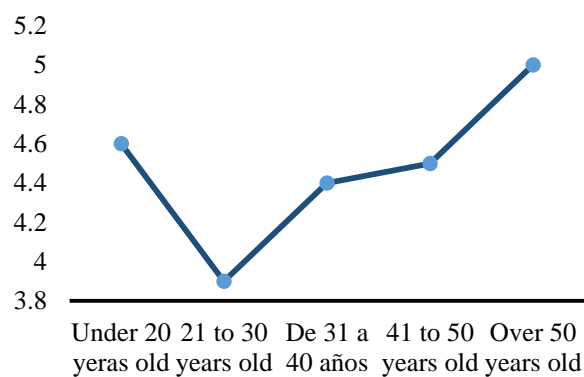
Graph 1. Regulatory commitment and time in the company

Source: Analysis of the data made by the author.

By examining the time of the company, it can be identified that as time passes, the affective commitment increases.

Meyer and Allen (1997) establish that the probability of affective commitment increases with the passage of time, once positive experiences with the company tend to be greater. Graph 1 shows that the commitment drops a little when the employee has 1 to 5 years of permanence in the company and then rises continuously.

Mean of Affective commitment and age



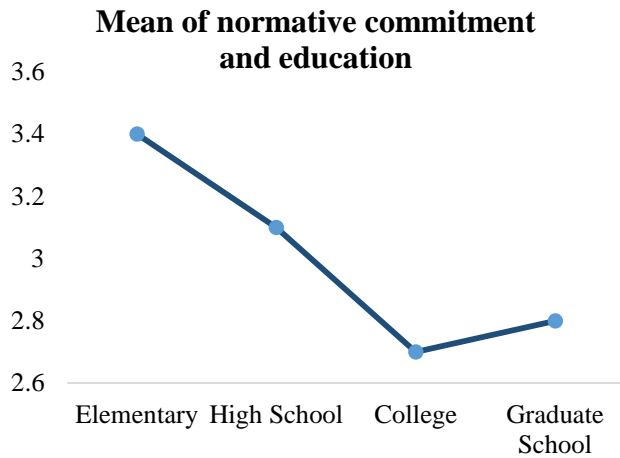
Graph 2. Affective commitment and seniority in the company

Source: Data analysis performed by the author

After the general analysis of the variables, each company was evaluated individually to identify the significant differences in each of them.

Company A presented significant differences in the characteristics of training and seniority in the company. With regard to training, it is found that postgraduate collaborators and those with basic education are the most committed in the affective component.

On the other hand, for the normative component there is an inverse relationship, that is, to the extent that the degree of training increases the degree of commitment decreases, as can be seen in Graph 3.



Graph 3. Regulatory Commitment and schooling
 Source: Analysis of the data made by the author

In relation to the time of work in the company that have the collaborators of Company A, the research showed that those who have more than 10 years are the most committed in the three dimensions. One of the reasons may be their effective participation in the growth and development of the company.

In addition, in the normative component, employees with less than one year of age are also compromised above the average. The concern is the employees who are between 1 and 5 years old, because, in all dimensions, they are the least committed.

In Company B, the results did not show a significant difference in relation to profile characteristics and organizational commitment factors. Thus, the factors of company time, age, training, leadership position or same marital status have no influence on the degree of commitment of employees. On the contrary, company C, presented differences in each of the characteristics.

The affective component had the most differences in relation to the characteristics of the profile, as can be seen in Table 6.

Thus, in Company C, the most committed employees can be described as follows: they are married, with more than 50 years, with higher education or postgraduate, men, who have leadership position and who are in the company for more than 15 years.

On the other hand, the less committed employees are less than 20 years old, have basic education, are widowed or separated, women, without leadership position and with less than 1 year in the company.

Demographic Variables		Commitment		
		Affective	Affective/normative	Normative
Age	Description	The greater the age, greater commitment		Cuánto mayor la edad mayor el compromiso
	Index of significance	0,049	Non-significant	0,042
Scholar development	Description	College and Graduate school	Los colaboradores con pos-grado	
	Index of significance	0,000	0,001	Non-significant
Marital status	Description	Married		
	Index of significance	0,014	Non-significant	Non-significant
Gender	Description	Males		
	Index of significance	0,009	Non-significant	Non-significant
Leadership position	Description	Chiefs	Chiefs	Chiefs
	Index of significance	0,000	0,000	0,000
Time in Company	Description	The greater the time in Company the greater the Commitment	The greater the time in Company the greater the Commitment	Employees with over 15 years in Company

Demographic Variables	Index of significance	Commitment		
		Affective	Affective/normative	Normative
		0,000	0,000	0,000

Table 7. Demographic variables and organizational commitment of Company C

Source: Analysis of data made by the author.

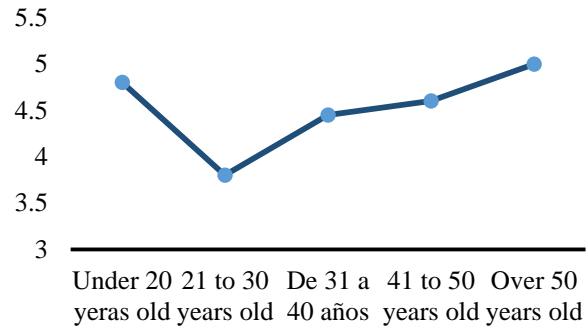
Another important characteristic of Table 6 is the leadership task, since it has significant differences in the three factors of organizational commitment. Still the affective commitment is what has the highest degree of agreement with the presented variables.

The time of permanence in the company also stands out, since it presents significant differences and indicates that the oldest collaborators as the most committed in the three dimensions. This result is in full consonance with what was identified in the qualitative surveys, since both the human talent manager and the marketing manager pointed to the employees with more seniority in the company as being the most committed and the most young people as the least committed, for reasons already mentioned in section 6.4.

Company D revealed few significant differences between profile variables and organizational commitment. As highlighted by the human talent manager, all employees are perceived as committed to the organization. Age was presented as a characteristic that can influence the level of commitment. In the normative component, for example, younger collaborators stand out as the most committed.

However, the oldest ones stand out in the affective component, according to what is represented in Figure 4. It is confirmed that all the collaborators are committed, being the most committed those who are over 50 years old.

Mean of normative commitment and age



Graph 4. Affective commitment and age of the Company D

Source: Analysis of data made by the author.

In Company E, the most significant differences are centered on the time spent in the company. Highlight the collaborators with more business time (more than 15 years) and those who have less time (less than 1 year).

The collaborators who hold leadership positions also presented a level of affective / normative commitment greater than that of the other collaborators.

This individual profile study of each of the companies that participated in the investigation revealed a very important aspect of the commitment connected to working time in the company. The general analysis indicated that the collaborators with more time and those who have less time are more committed, and these results are repeated in three of the companies studied.

Employees who have between 1 and 5 years of business are the least committed. Will it be a very difficult period for the collaborators? Could it be that it is a period that promotes a questioning on the part of the collaborators with the organization? After 5 years, are expectations more met?

There are some important questions that may be better investigated in another study, since this research indicated significant differences in organizational commitment in this demographic characteristic. In addition, as established above, these employees represent, 40% of all employees of the companies investigated, which means that almost half of them are framed in this category.

Conclusions of the study

The review of the literature indicated that the organizational commitment is multidimensional, the same happened in this investigation. The validation of Allen and Meyer's model confirmed three dimensions: affective, normative and affective / normative.

It was found that employees who have between 1 and 5 years in the company are those with the least degree of commitment.

Those who are less than 1 year old and those who are over 5 years old are the most committed. It is even noted that as employees spend their time, they show a greater degree of commitment.

Also, considering the demographic variables, it was found that employees with management positions have a higher commitment tendency than those who do not.

This was also expected in a certain way, because if the manager is not committed, he will not be able to promote commitment to his group of collaborators.

The other demographic variables showed little significant relationship with the commitment corroborating what was found in other research on the subject.

Another conclusion of great relevance is that the companies that transformed their discourse into practical actions have more committed collaborators. The five companies investigated presented high degrees of commitment, while those with the best results are those that manage to present a coherence between the discourse and the practice.

Future research lines

It is recommended to carry out more advanced studies, perhaps with more important statistical techniques, to validate the Allen and Meyer commitment model in other companies in the Bolivian backbone region, to verify if the results found resemble this study.

The influence of demographic variables on organizational commitment, should also be more explored, to verify if the information on the task of leadership and time of permanence in the company proceed.

The issue of organizational commitment could also be related to other aspects of human talent management, especially with Herzberg's motivation theories and Maslow's needs to verify the possible association between these two.

Limitations of the study

The limitations are mainly related to the number of companies investigated; the consent on the part of the managers of the companies in terms of time and availability is very restricted to do academic research studies because they do not perceive the contribution that the results could mean given that they do not believe that it has repercussions or their operational performance and less in their financial returns.

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Also, it is necessary to consider the possible bias of the author regarding the information collected in the companies due to the time, cost and fundamentally the lack of internal research culture in the organizations studied.

It is also important to consider that the statistical techniques used can influence the results. Thus, despite the fact that the process used was the one suggested by several authors who indicate that the use of modeling structural equations could bring more reliable results. Therefore, it is suggested that in the next studies the technique suggested by Ramírez y Melo (2014) - modeling in Smart PLS - be used to propose associations between the variables studied.

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Supply chain management: A review of the literature applying the meta-analytical approach

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Received August 7, 2017; Accepted November 3, 2017

Abstract

The number of articles written on the theme "Supply Chain Management" (SCM) was increasing periodically, showing increasing interest for researchers. The methodology of the exploratory perspective is based on the systematic review of the literature, applying the model of the seven stages of the meta-analytical approach (Melo Mariano, García Cruz, and Arenas Gaitán, 2011) and supported by computer tools for scientific research such as VOSviewer and SSfM. Of the 1162 articles identified in the result we were shown the best magazines as a source "Cleaner Production Magazine" and "Supply of Chain Management" and the most relevant authors to Sarkis J., Govindan K. and Shu Q. The focus of the Research on SCM is related to the "management of the green supply chain" and the "development of sustainable practices in the social, environmental and economic field through the supply chain". The investigations were developed mainly in the Asian continent, the United States and the United Kingdom. For future research, it is suggested that these be empirical about SCM, using the valuable documents that are systematically selected in this research work, as a contribution to science.

Management of the supply chain, Sustainable, Environmental Management, Business performance, Meta-analytical Approach

Citation: AYAVIRI, Alberto & SAUCEDO-ESTRADA, Hael Karina. Supply chain management: A review of the literature applying the meta-analytical approach. *ECORFAN Journal-Republic of Cameroon*. 2017, 3-5: 43-59

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Introduction

Companies are organized to develop their production processes by forming supply chains. Mentzer et al., (2001) mentions that industries also depend on the flows of information, materials, economic resources, labor and capital goods.

Forrester, 1958, p. 37 cited by Mentzer et al., (2001) stated that the "way in which these five flow systems are interconnected to expand and cause changes, will constitute a basis for anticipating the effects of decisions, policies, ways of organizing and the investment options" (p.1).

In this way, a theory of distribution management of an integrated and organizationally related nature is introduced, starting the supply chain (CS) that over time its definition was expanded from a single process in the different areas of the organization as something that exists, going through Supply Chain Management (SCM) as a systemic coordination throughout the SC and currently the new trends speak of Green Supply Chain Management (GSCM) where a behavior of environmental care.

Several authors such as (Cooper & Ellram, 1993), La Londe and Masters, (1994) and Mentzer et al., (2001) proposed that the supply chain is a group of companies that participate in their different processes and activities to generate value. That is, the companies that interact with its five systems proposed by Forrester will generate value through a final product. From these propositions, Mentzer et al., (2001) states that individuals participate directly in the flows of products, services, finances and information, which flow from a supplier to a customer and vice versa through a direct, extended supply chain and final.

Therefore, a supply chain has operational activities that must necessarily be carried out in order to transfer a product from a source to a customer and to carry out each of these activities, a management process is necessary, and the management of the supply chain arises.

The literature has several definitions of Supply Chain Management (SCM). One strategic concept is La Londe and Masters, (1994) stating that companies make long-term understanding agreements and work intensively to achieve high levels of trust and commitment, to achieve an improvement in services and cost reduction for members. at all levels of the supply chain. Where the chain as a whole becomes more competitive compared to companies in the industry that work individually.

On the other hand, Cooper et al., (1997) considers that the management of the supply chain is an integrating philosophy to manage the total flow of materials from the supplier to the final customer. From the various definitions that were proposed for Supply Chain Management Mentzer et al., (2001) indicates that these can be classified into three categories: a management philosophy, the implementation of a management philosophy and a set of processes Management (p.5).

An SCM proposal that considers the various definitions, taking into account that the management of the supply chain involves several companies, many business activities and the coordination of these activities, was proposed by Mentzer et al., (2001) defining the Management of the supply chain as: the strategic coordination of business functions of a particular company and in the supply chain, to improve the long-term performance of companies and the supply chain.

As we can see, several efforts were made to achieve a clear definition of the supply chain management, however the advances in the processes during the last years demanded greater efficiency and better results in the business management, seeking greater integration between the companies and an advance in the management of the supply chain to achieve an integration in the supply chain (SCI).

In Flynn's document, Huo, & Zhao, (2010) presents the definition of the term integration proposed by Webster's, 1966 as "the unified control of a number of successive or similar economic or especially industrial processes that were previously carried independently "(p.59). In the context of the supply chain, the integration of the supply chain (SCI) is the "degree to which a manufacturer strategically collaborates with its supply chain partners and collaboratively manages intra- and interorganizational processes" (Flynn et al. al., 2010, P.59).

However, the new generations of consumers are looking for products that are processed in environmentally friendly conditions, the companies that satisfy these demands have a customer base with a high awareness of economic, ecological and social sustainability; emerging a new evolution of the supply chain called the sustainable management of the supply chain (SSCM)

The academic and corporate interest in the sustainable management of the supply chain has increased considerably in recent years, defined as the management of material flow, information, capital and cooperation between companies along the supply chain, with goals sustainable development, which are derived from the needs of customers and stakeholders (Seuring and Muller, 2008).

This definition highlights the cooperation of stakeholders in the three dimensions of sustainable development. On the other hand, Beske, Land and Seuring, (2014) highlights the categories in which SSCM practices can be structured as strategic orientation, continuity, collaboration, risk management, proactivity. All this process of evolution of the supply chain raises us that a management must be developed under a commitment with the sustainable development, that involves a strong attitude of collaboration of the executives of the companies.

On the other hand, Salamanca-Costs, (2015) indicates that cooperation agreements improve the competitive advantage of the industry when all members of the supply chain participate to avoid that the strongest are the ones that benefit the most. As can be seen, the knowledge widely generated in different studies on the management of the supply chain has been oriented towards a process management in search of competitive advantage in a collaborative and environmentally friendly way.

Thus, the exponential increase in research, especially empirical studies that are published in different topics of the social sciences, makes it impossible to review the scientific literature, if not with the help of objective and systematic tools. .

As an alternative arises meta-analysis, a type of scientific research that aims to integrate in an objective and systematic way the results of empirical studies on a specific research problem, in order to determine the state of the art in a given field of research. study (Sánchez-Meca, 2010).

The idea of many researchers to combine the results of independent studies to produce a more general knowledge of a phenomenon of interest is called meta-analysis work method.

However, Ramirez Correa and Garcia Cruz, (2005) consider it convenient to call "meta-analytical approach" to differentiate it from quantitative meta-analysis.

In this way, before undertaking a particular investigation, the researcher must ask himself what is known about the phenomenon, since without a clear vision about the state of the art, a new study will not be very useful. SÁNCHEZ-MECA (1999) according to the document by Ramirez Correa and Garcia Cruz, (2005) indicates that "reviews of research constitute an essential link between the scientific task of the past and the future, establishing the starting point of new research". Research on the management of supply chains in the industrial sector seeks to identify the main and current studies conducted in this context. For the sector to improve its performance it is important to understand its dynamics in the supply chain.

Therefore, we pose the problem with the following questions: Is the management of the supply chain aligned with the evolution of the research carried out in recent years? Do the studies carried out in recent years propose or identify other ways of managing the Supply chain? Which are the main countries that investigate this topic?

Once the problem has been defined, this study aims to review the evolution of articles on supply chain management published since 2010 using the analytical goal approach.

The methodology to be applied in the present investigation will have an exploratory perspective of qualitative type through the meta-analytical approach. In section 2 the methodology is presented, section 3 describes the results obtained through meta-analytical approach and section 4 presents the conclusions of the research and suggests future work.

Methodology

The methodology to be applied in the present investigation will have an exploratory perspective through the meta-analytical approach.

The meta-analytical approach applies selection criteria for journals and articles based on the impact factor to choose the best journals and the number of citations to select the best articles that will be the source of information.

According to Melo Mariano et al., (2011) and Ramirez Correa and Garcia Cruz, (2005) the meta-analytical approach makes it possible to select the best authors, articles, journals and also perform an analysis of statistical techniques, sample techniques, the most researched lines, the approaches used and other information.

Stages of the meta-analytical approach

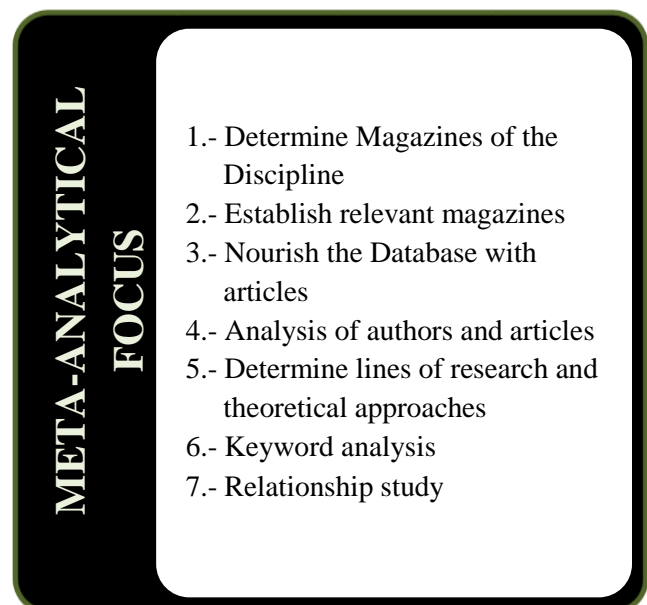


Figure 1: Stages of the meta-analytical approach
Source: Adapted from (Melo Mariano et al., 2011)

According to Ramirez Correa and Garcia Cruz, (2005) The analytical goal approach can be implemented in 4 stages and Melo Mariano et al., (2011) mentions 7 stages for the implementation of the analytical goal approach, which are shown in figure 1.

1. The first step to explore the state of the art is to know which scientific journals are most used in the subject studied. In the case of databases, some relevant journals can be established. Congresses, conferences and scientific associations are also important sources of references for specialized journals.
2. After determining the scientific journals of the study area, it is necessary to select the most relevant ones. These will be the basis for searching our research. To make this selection it is recommended to use some relevant criteria such as: a) impact factor ISI, (Institute for Scientific Information), Institute of Scientific Information; b) the times that the journal is cited by the publication with the greatest ISI impact factor; c) Magazines selected from large conferences in the areas of interest. It is convenient to establish the origin of the publications in order to guarantee the presence of studies of American, European, Asian and regional journals.
3. Scopus is also available, which is a bibliographic database covering approximately 20,000 scientific, technical, medical and social journals (Ramírez-correa, Alfaro-pérez, Rondan-cataluña, and Arenas-gaitán, 2015) and through the website scimagojr.org you can access the titles of the journals. In this article we use the Scopus database and with the help of the software Sweet Spots for Manuscripts 1.01 (SSFm),
4. Which can be found on the following website <http://www.sweetspotsweb.com>, we will select the best journals based on three indicators: two indicators related to citations, the SCImago Journal Rank (SJR) (González-pereira, Guerrero-bote, and Moya-anegón, 2010) and the h-index (Hirsch, 2005) and one related to volume, Annual number of published articles (Ramírez-correa et al., 2015).
4. Once the relevant journals have been selected, an investigation is carried out on the subject using the key words of the study and the previously selected publications as a filter. For this task it is suggested the use of databases that are currently available to researchers. These databases have an alternative to export a set of variable data related to each article to a text file for programs such as Ms Excel or Ms Access.
5. The first analysis to be performed is to calculate the annual average of articles on the subject researched, as well as their citations, together with the number of citations of the selected publications. The objective of this first analysis is to examine the relative importance of the issue over the years, to show whether the research has a progressive scientific interest. This analysis will indicate the importance of the selected journals in relation to the research in the study period. In a second analysis, the most published authors will be identified by the selected journals and by the studies contained in the bibliographies of the articles found. The purpose of this second analysis is to know the authors who lead in quantitative terms the journals that register the highest quality studies.

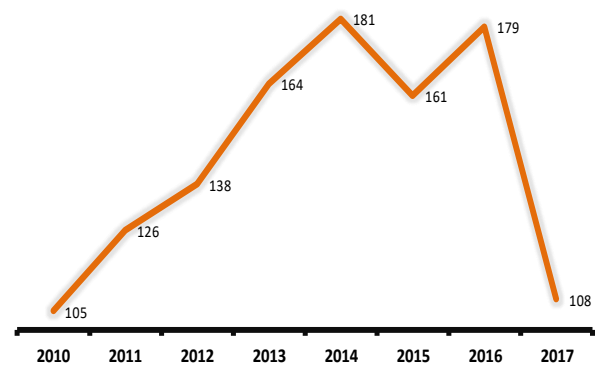
6. In this step, it is important to identify the main lines of research and the theoretical approaches on the subject of research. This phase is achieved by studying the lines and approach of the selected articles in the database. A search for lines and approaches is important so that the review of the state of the art is complete.
7. An analysis of the keywords of the articles will provide important elements regarding the evolution of the subject of study as well as the important lines of research within the topic.
8. The last phase is the broadest and has as a prerequisite the choice of the subject and the model of the research to be tested. It deals with the study of the relationships of the articles previously selected in the previous phases. In order to discover the sample sizes of the studies, statistical techniques used, places of study and significance of the relationships, approach addressed and other relevant information of the documents.

Results of the investigation

On the topic "Management of the supply chain" we carry out the research applying the analytical goal approach to be applied in seven stages according to the proposal of (Melo Mariano et al., 2011) and using the computer tools like SWEET SPOTS (SSFM) presented by (Ramírez-correa et al., 2015) and the VOSviewer Software that allows us to display bibliometric maps (Van Eck and Waltman, 2010), which will allow us to analyze authors, keywords and others that support research.

Determine the journals of the Research Area

The search for "Supply Chain Management" was carried out in Elsevier's Scopus database (<http://www.scopus.com>), from 2010 to 07/19/2017. Journals and congresses related to the study subject were reviewed, noting that 442 journals published 1162 articles, the temporal distribution of these studies is shown in Graphic 1, noting that the year 2017 has records only until the month of July and the graphic trend indicates that the subject is gaining interest every year due to its progressive growth, which validates the scientific importance of the present study.



Graphic 1. Evolution of written articles on supply chain management

On the other hand, 327 congresses were held whose documents incorporated 572 publications.

In the countries of Latin America, 14 congresses were held in Brazil and Mexico; and 60 articles on the subject of study were published in journals in Brazil, Chile, Argentina and Colombia.

With the help of the SSfM, the map of the magazines shown in figure 2 was drawn up. (Ramírez-correa et al., 2015)

They indicate that in the graphic each circle represents a scientific journal, for our case on the topic Management of the supply chain; the color depends on the percentile of the magazine with respect to its index H, the circle is red if it is less than or equal to 33%, it is yellow if it is between 33 and 66% and it is green if it is greater than 66%.

The position on the X axis of the circle is associated with the percentile of the SJR index of the journal and the position on the Y axis of the circle is associated with the percentile of the annual number of articles published in the journal.

The size of each circle indicates the number of articles published in the journal.

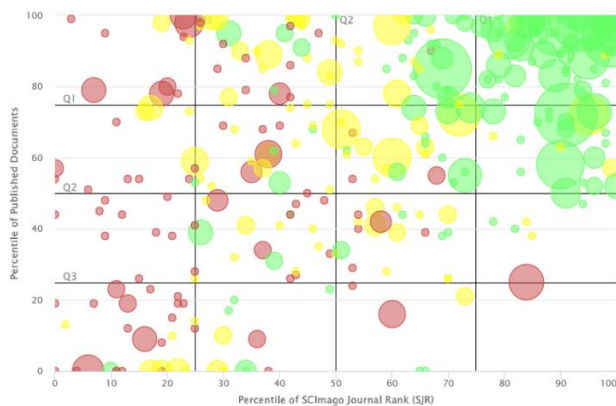


Figure 2: Analysis in ssfm of the topic supply chain management

Source: Own preparation with support from the SSfM (<http://www.sweetspotsweb.com>).

Establish relevant journals

To establish the relevant journals, the SCOPUS database was used on the subject of study with data from 2010 to 19 / JUL / 2017, filtering the journals and articles published.

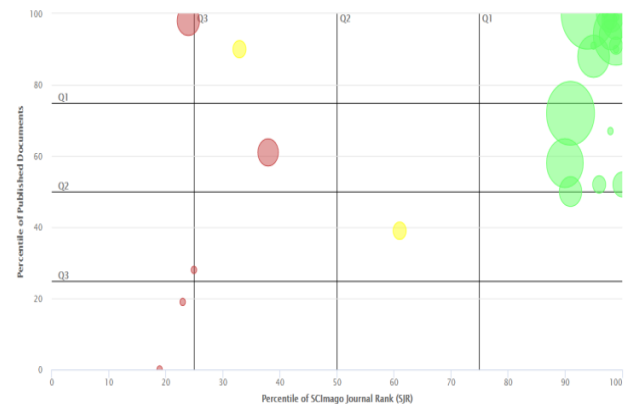


Figure 3. Most relevant and Latin American magazines analyzed in ssfm of the topic supply chain management
Source: Own preparation with support from the SSfM (<http://www.sweetspotsweb.com>).

With the help of the SSfM software, the most relevant journals shown in figure 3 were selected, evaluated by the SJR index, H index and the annual number of published articles (Ramírez-correa et al., 2015).

The most relevant are located in quartile 1 (Q1) of SJR and in quartile 1 and 2 of publications.

Latin American journals are also incorporated, although they have low evaluation rates but we believe they will provide us with important regional information. Table 1 and 2 show the selected journals.

TITLE OF JOURNAL	SJR	H index	COUNTRY
Journal of Operations Management	4,599	149	Netherlands
Journal of Management Information Systems	3,036	119	United States
Operations Research	2,94	109	United States
European Journal of Operational Research	2,505	200	Netherlands
Energy Economics	2,387	101	Netherlands
Computers and Operations Research	2,326	118	United Kingdom
International Journal of Production Economics	2,216	131	Netherlands
Energy Policy	2,197	146	United Kingdom
Journal of Purchasing and Supply Management	1,925	67	United Kingdom
Information Sciences	1,91	131	Netherlands
Supply Chain Management	1,864	84	United Kingdom
Decision Support Systems	1,806	109	Netherlands
Journal of Cleaner Production	1,615	116	Netherlands
Journal of Transport Geography	1,558	68	United Kingdom
Computers and Industrial Engineering	1,542	98	United Kingdom
International Journal of Physical Distribution and Logistics Management	1,521	76	United Kingdom
Expert Systems with Applications	1,433	131	United Kingdom
International Journal of Project Management	1,396	103	United Kingdom

Table 1. Most relevant magazines

Source: Own elaboration with data from Sweet Spots for Manuscripts 1.01 and SCImago

For the selection of congresses, the SCIMAGO database (scimagojr.com) was used, filtering all the conferences of the Business Management and accounting area in all its sub areas for the year 2016.

From a total of 130 titles the titles were selected of congress that made publications (Ramírez-correa et al., 2015) shown in Table 3, being the IEEE International Conference on Industrial Engineering and Engineering Management the most important one with 20 publications made.

TITLE OF JOURNAL	SJR	H index	COUNTRY
Journal of Theoretical and Applied Electronic Commerce Research	0,353	19	Chile
Revista de Administracao Publica	0,236	11	Brazil
Revista de la Facultad de Ciencias Agrarias	0,201	6	Argentina
Producao	0,197	10	Brazil
BAR - Brazilian Administration Review	0,182	9	Brazil
Espacios	0,17	3	Venezuela
Cuadernos de Administracion	0,133	5	Colombia

Table 2. Latin America Magazines

Source: Own elaboration with data from Sweet Spots for Manuscripts 1.01 and SCImago

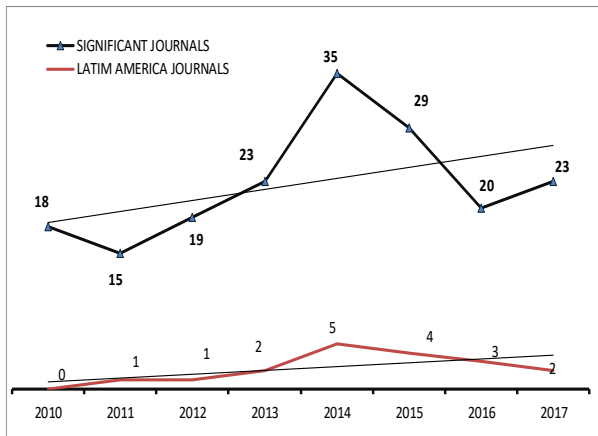
CONFERENCE	SJR	H index	COUNTRY	PUBLISHING
International Conference on Information and Knowledge Management, Proceedings	0,353	86	United States	1
IEEE International Conference on Industrial Engineering and Engineering Management	0,132	9	United States	20
WIT Transactions on Information and Communication Technologies	0,102	10	United Kingdom	3
TOTAL				24

Table 3. Most relevant congresses

Source: Own elaboration with data from Scimago

Nourish the database with articles

After the selection process of journals based on the SJR, Index H and annual number of publications, 19 journals considered the most relevant and 7 Latin American journals considered as journals in the region in which articles were published with regional approach Graphic 2 shows the annual behavior of publications of articles on the theme of supply chain management, identifying a total of 200 articles published.



Graphic 2. Most relevant magazines

Of the 19 titles of most relevant magazines, 6 contain 80% of the articles, being the magazine JOURNAL OF CLEANER PRODUCTION the one that more publications realized with the term "Supply Chain Management" equivalent to 23%, as shown in the Table 4.

TITLE OF JOURNAL	PUBLISHING
Journal of Cleaner Production	23%
Supply Chain Management	18%
International Journal of Production Economics	16%
International Journal of Physical Distribution and Logistics Management	10%
Computers and Industrial Engineering	7%
European Journal of Operational Research	5%
Expert Systems with Applications	5%
Journal of Purchasing and Supply Management	3%
Decision Support Systems	3%
Journal of Operations Management	3%
others	8%

Table 4. Percentage of articles published in journals

Table 5 shows the magazines of Latin America, the most published on the subject of study are the magazines Espacios de Venezuela and Producao de Brazil.

TITLE OF JOURNAL	2011	2012	2013	2014	2015	2016	2017	2017
Espacios	0	1	1	1	0	2	1	6
Producao	0	0	1	3	1	0	0	5
Journal of Theoretical and Applied Electronic Commerce Research	0	0	0	0	1	0	1	2
Revista de Administracao Publica	1	0	0	0	1	0	0	2
Revista de la Facultad de Ciencias Agrarias	0	0	0	0	1	0	0	1
BAR - Brazilian Administration Review	0	0	0	1	0	0	0	1
Cuadernos de Administracion	0	0	0	0	0	1	0	1
TOTAL MAGAZINES LATIN AMERICA	1	1	2	5	4	3	2	18

Table 5. Journals with more publications in Latin America

Analysis of authors and articles

In Graphic 2 we can see that the progressive trend of publications of articles, shows that research on the topic "management of the supply chain" has a growing scientific interest that supports our research on this topic.

In this sense, the most cited authors with the most publications in the study period are shown in Table 6, observing Sarkis J. as the most cited author and Govindan K. as the author with the most publications made.

Author	Citations	Documents
Sarkis J.	1082	10
Govindan K.	1030	16
Zhu Q.	845	12
Lai K.-H.	823	6
Seuring S.	645	9
Beske P.	415	5
Geng Y.	334	7
Diabat A.	325	5
Pagell M.	313	5
Mathiyazhagan K.	295	7
Gold S.	274	6
Kannan D.	265	6

Table 6. Authors with more citations and publications

In the analysis carried out with the Vosviewer Software, a free access computer program developed to build and visualize bibliometric maps (Van Eck and Waltman, 2010), indicates that in a literature review process on the topic of chain management of supplies, can not miss the documents of the authors Govindan K. and Sarkis J., as can be seen in figure 4, are the most cited with the largest number of recently written articles.

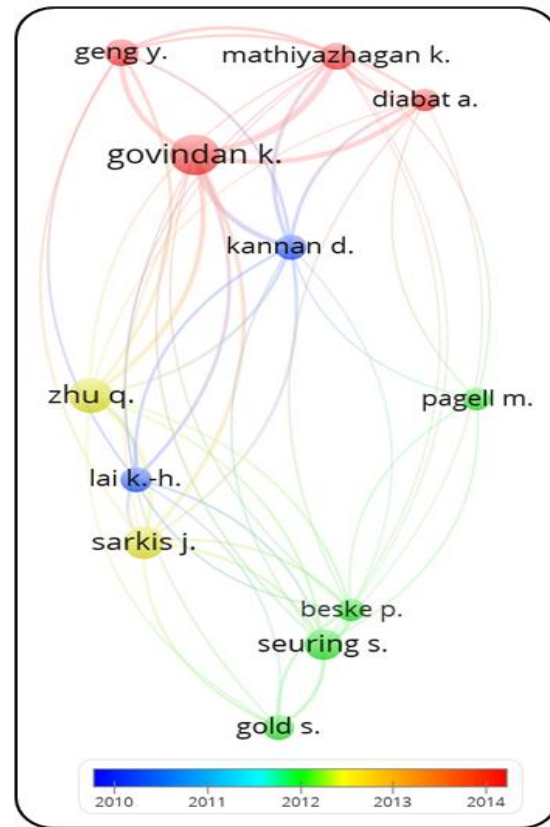


Figure 4. Autores más Citados

On the other hand, the analysis conducted with Vosviewer and the Scopus database on the subject of study, in figure 5 we can see the most cited articles, where Sarkis J. (2011) is the most relevant article.

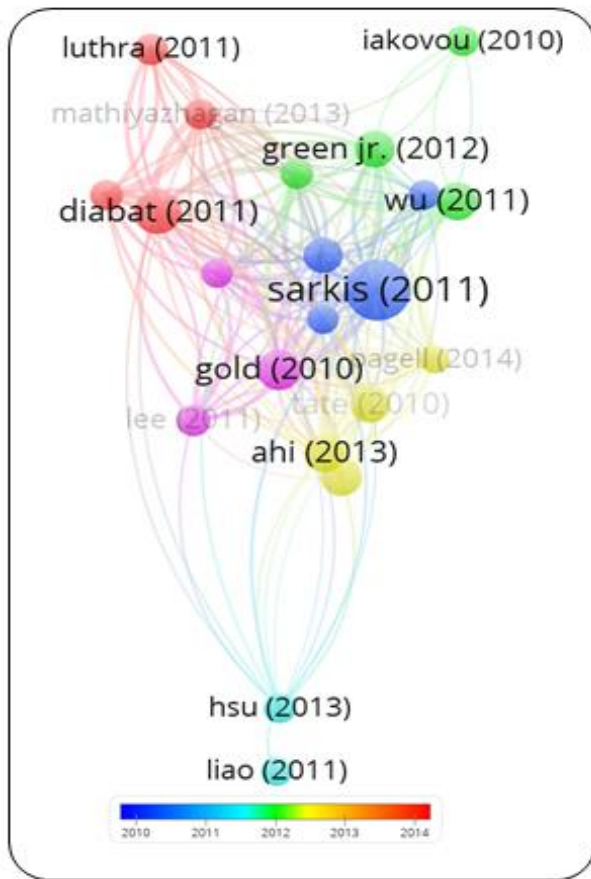


Figure 5. Most cited articles.

Complementing figure 5, from the Scopus database we can extract the articles with more than 100 citations shown in Table 7 that reaches 21 articles.

In the case of Latin American journals, articles with more than one citation are shown in table 8.

The published articles of conferences of the last five years are shown in Table 9.

Main Author	Article	Journal	Year	Citation
Sarkis J.	An organizational theoretic review of green supply chain management literature	International Journal of Production Economics	2011	455
Diabat A.	An analysis of the drivers affecting the implementation of green supply chain management	Resources, Conservation and Recycling	2011	240
Gold S.	Sustainable supply chain management and inter-organizational resources: A literature review	Corporate Social Responsibility and Environmental Management	2010	200
Ahi P.	A comparative literature analysis of definitions for green and sustainable supply chain management	Journal of Cleaner Production	2013	182
Wu Z.	Balancing priorities: Decision-making in sustainable supply chain management	Journal of Operations Management	2011	180
Brandenburg M.	Quantitative models for sustainable supply chain management: Developments and directions	European Journal of Operational Research	2014	178
Green Jr. K.W.	Green supply chain management practices: Impact on performance	Supply Chain Management	2012	175
Tate W.L.	Corporate social responsibility reports: A thematic analysis related to supply chain management	Journal of Supply Chain Management	2010	167
Testa F.	Shadows and lights of GSCM (green supply chain management): Determinants and effects of these practices based on a multi-national study	Journal of Cleaner Production	2010	160
Luthra S.	Barriers to implement green supply chain management in automobile industry using interpretive structural modeling technique-an Indian perspective	Journal of Industrial Engineering and Management	2011	125
Lee K.-H.	Integrating carbon footprint into supply chain management: The case of Hyundai Motor Company (HMC) in the automobile industry	Journal of Cleaner Production	2011	121
Iakovou E.	Waste biomass-to-energy supply chain management: A critical synthesis	Waste Management	2010	118
Lin R.-J.	Using fuzzy DEMATEL to evaluate the green supply chain management practices	Journal of Cleaner Production	2013	117
Hsu C.-W.	Using DEMATEL to develop a carbon management model of supplier selection in green supply chain management	Journal of Cleaner Production	2013	114
Govindan K.	Barriers analysis for green supply chain management implementation in Indian industries using analytic hierarchy process	International Journal of Production Economics	2014	113
Mathiyazhagan K.	An ISM approach for the barrier analysis in implementing green supply chain management	Journal of Cleaner Production	2013	113
Liao C.-N.	An integrated fuzzy TOPSIS and MCGP approach to supplier selection in supply chain management	Expert Systems with Applications	2011	111
Shang K.-C.	A taxonomy of green supply chain management capability among electronics-related manufacturing firms in Taiwan	Journal of Environmental Management	2010	110
Zhu Q.	Institutional-based antecedents and performance outcomes of internal and external green supply chain management practices	Journal of Purchasing and Supply Management	2013	108
Liu H.	The role of institutional pressures and organizational culture in the firm's intention to adopt internet-enabled supply chain management systems	Journal of Operations Management	2010	106
PageII M.	Why research in sustainable supply chain management should have no future	Journal of Supply Chain Management	2014	102

Table 7. Most cited articles

Main Author	Article	Journal	Year	Citations
Valverde R.	The effect of E-supply chain management systems in the North American electronic manufacturing services industry	Journal of Theoretical and Applied Electronic Commerce Research	2015	4
de Mattos C.A.	Electronic collaboration in supply chain management: A study of manufacturing companies in Brazil	Espacios	2016	2
Tridapalli J.P.	Supply chain management for the public sector: An alternative for the expenditures control in Brazil	Revista de Administracao Publica	2011	2
de Souza A.L.P.	The Brazilian Network for Public Production of drugs in the perspective of supply chain management: The role of ICTs	Revista de Administracao Publica	2015	1
Siklero C.	Supply chain management: A view from the theory of Constraints	Espacios	2014	1
Valdes R.	The Brazilian beef meat sector into a domestic and international context: A supply chain management (SCM) approach	Revista de la Facultad de Ciencias Agrarias	2015	1

Table 8. Most cited articles in Latin American magazines

Main Author	Article	Journal	Year	Citations
Jain N.	Integrated methodology for supplier selection in supply chain management	IEEE International Conference on Industrial Engineering and Engineering Management	2016	1
Leveling J.	Big data analytics for supply chain management		2014	3
Chaowarat W.	A review of Data Development Analysis (DEA) applications in supply chain management research		2014	1
Barroso A.P.	Demand information sharing impact on supply chain management under demand uncertainty. A simulation model		2014	1
Malviya R.K.	Identifying critical success factors for green supply chain management implementation using fuzzy DEMATEL method		2014	1
Tritos L.	Prioritizing lean supply chain management initiatives in healthcare service operations: A Fuzzy-AHP approach		2014	1

Table 9. Articles presented at conferences



Figure 6. Content analysis by title of the selected articles

Determine lines of research and theoretical approaches

To determine the main lines of research and theoretical approaches to the topic of study, "Supply chain management"; We review the selected articles in table 7, from which it is concluded that the research lines that were most discussed were: "Management of the green supply chain (GSCM) related to environmental, social and economic sustainability" with 1500 citations and " Management of the supply chain related to the criteria of decision making and selection of suppliers "with 289 citations.

A content analysis carried out with the internet computer tool "TagCrowd", using the titles of the articles obtained from the database is shown in figure 6, where it is observed that the words with the greatest size have the highest number of words occurrences, thus determining the lines of research.

On the other hand, the most studied theoretical approaches are related to "organizational theory" and "regulatory approaches", directed towards sustainable management and operational performance. This phase shows us the importance of the research approaches and lines that are of scientific interest and allow us to define the trends of the research in the topic of supply chain management.

Analysis of key words

In this phase we organize the articles by keywords, in order to detect the most important topics that are being studied in the field of research.

As Uddin and Khan (2016) indicate, keywords are very important to ensure that readers are aware of scientific articles and their content. In the same way, Khan and Wood (2015) state that the keywords provided by the author are the most representative of the research topic discussed in the documents.

In the analysis of keywords made with VOSviewer software to the database of the most cited articles shown in figure 7, we can see that the most repeated keywords are "Supply Chain Management", "Green supply chain management" and "Environmental management"

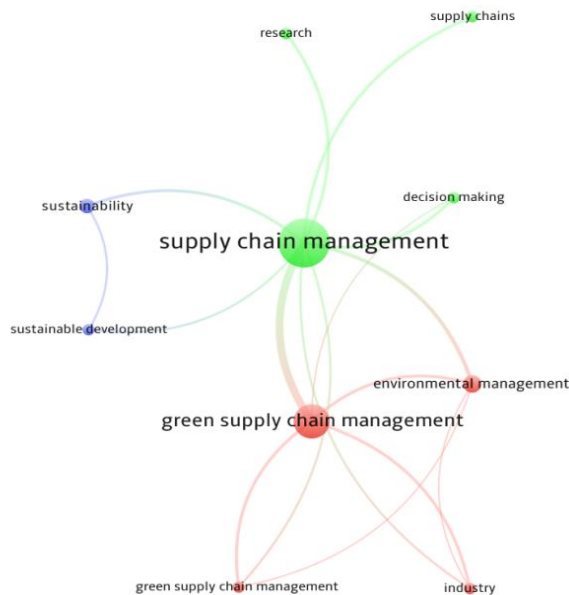
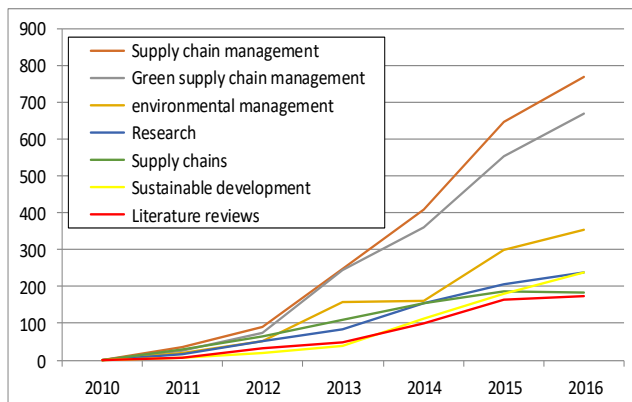


Figure 7. Keywords according to VOS viewer

Through the classification presented in table 10 we can see that the most cited words are "Supply Chain Management", "Green supply chain management" and "Environmental management" that were already mentioned in figure 7.



Graphic 3. Most cited keywords

The evolution of the most cited keywords throughout the years 2010 to 2016 can be seen in Graphic 3 showing us a progressive trend, revealing the importance of these issues in scientific research

KEYWORDS	2010	2010	2010	2010	2010	2010	2010	TOTAL
Supply chain management	1	36	90	247	408	646	768	2196
Green supply chain management	0	25	75	243	361	553	668	1925
environmental management	0	21	50	158	162	299	354	1044
Research	0	16	50	84	154	205	237	746
Supply chains	1	29	66	111	153	187	185	732
Sustainable development	1	8	20	38	112	181	237	597
Literature reviews	0	7	33	48	101	165	174	528
Sustainable supply chains	0	2	2	19	71	151	178	423
Decision making	0	14	23	61	97	111	137	443
environmental protection	0	9	18	79	82	111	145	444
Interpretive structural modeling	0	2	6	67	71	113	142	401
Sustainable supply chain management	3	17	32	41	83	83	135	394
Industry	0	5	10	36	53	121	141	366
New directions	0	7	33	48	89	107	109	393
Organizational theory	0	7	33	48	89	107	109	393
Research opportunities	0	7	33	48	89	107	109	393
Research questions	0	7	33	48	89	107	109	393
Future directions	0	7	33	48	89	107	109	393
Environmental performance	0	7	18	44	74	96	127	366
Sustainability	2	13	16	39	78	89	129	366
Management	1	13	28	65	75	80	81	343
product recovery	0	2	6	52	54	83	96	293
Supply chain managements (SCM)	0	0	0	2	35	115	125	277
article	0	7	16	62	46	75	92	298
manufacturing	0	7	16	62	46	75	92	298
recycling	0	7	16	62	46	75	92	298
marketing	0	15	30	60	33	66	84	288
Taiwan	0	15	30	60	33	66	84	288
Climate change	0	0	6	19	44	78	99	246
Societies and institutions	1	8	6	40	52	62	70	239
Model structures	0	0	0	29	40	59	71	199
Structural models	0	0	0	29	40	59	71	199
Automotive industry	0	0	6	38	53	49	73	219
certification	0	2	6	42	35	53	64	202
conceptual framework	0	2	6	42	35	53	64	202
environmental monitoring	0	2	6	42	35	53	64	202
environmental planning	0	2	6	42	35	53	64	202
Environmental risks	0	2	6	42	35	53	64	202
government regulation	0	2	6	42	35	53	64	202
green chemistry	0	2	6	42	35	53	64	202
implementation process	0	2	6	42	35	53	64	202
India	0	2	6	42	35	53	64	202
industrial production	0	2	6	42	35	53	64	202
Manufacturing firms	0	2	6	42	35	53	64	202
model validation	0	2	6	42	35	53	64	202
modeling	0	2	6	42	35	53	64	202
organizational development	0	2	6	42	35	53	64	202
Organizational philosophy	0	2	6	42	35	53	64	202
organizational structure	0	2	6	42	35	53	64	202
risk assessment	0	2	6	42	35	53	64	202
social marketing	0	2	6	42	35	53	64	202
waste disposal	0	2	6	42	35	53	64	202
Drivers	0	2	6	42	35	53	64	202
DEMATEL	0	0	0	13	33	61	75	182
Biomass	0	18	22	34	42	40	58	214
Environmental impact	0	0	6	25	47	51	73	202

Table 10. Temporal evolution of keyword citations

Relations Studies

According to Melo Mariano et al., (2011) once the first six phases of the meta-analytical approach have been completed, the study must possess the necessary material to elaborate a structural model, together with all the phases of a bibliographic investigation.

In stage seven it is important to investigate which are the most approached approaches, the lines of research, the contribution made among other information obtained from the selected articles.

The analysis was carried out of the 21 most cited articles, where it was possible to observe that the investigations were carried out in industries of different types, in 67%, mainly in countries of the Asian continent, the United States and the United Kingdom. Table 11 presents part of the analysis carried out.

Authors/Year	Research Line	Theoretical Approach	Contribution
Sarkis J., Zhu Q., Lai K.-H. (2011)	Organizational theory regarding adoption and diffusion of GSCM practices	Organizational theory to interorganizational level	The theory of the organization provides a very valuable source of theoretical foundations to promote research in GSCM. There are additional and emerging organizational theories that can help solve unforeseen and emerging problems of GSCM
Diabat A., Govindan K. (2001)	Reduction of environmental risks in GSCM	Organizational philosophy	Develops a model of factors that affect the implementation of GSCM using an Interpretive Structural Modeling Framework (ISM) and highlights 11 types of controllers.
Gold S., Seuring S., Beske P. (2010)	Sustainable management of the supply chain	Competitive advantage inter-industry. Collaboration	Supply management capabilities focused on partners evolves towards core competencies of the company as the competition changes from an inter-industry level to an interprofessional one. The "collaborative paradigm" at SCM considers strategic collaboration as a crucial source of competitive advantage.
Ahi P., Searcy C. (2013)	Sustainable management of the supply chain	Business sustainability	Although some definitions of SSCM show considerable overlap with the GSCM definitions, it is argued that SSCM is essentially an extension of GSCM
Wu Z., Pagell M. (2011)	Profitability and environmental sustainability of the SC under uncertainty	Business models decision-making processes under uncertainty	It provides an important vision of decision making in the sustainable management of the supply chain.
Brandenburg M., Govindan K., Sarkis J., Seuring S. (2014)	Quantitative models for sustainable management of the SC	SCM. Reverse logistics	It presents a general meta-investigation model. Proportions important findings that include the integration of social issues in the modification, expansion of the scope and dissemination of modeling from one industry to another
Green Jr. K.W., Zelbst P.J., Meacham J., Bhaduria V.S. (2012)	GSCM on performance	Operational performance Organizational performance	Provides a model that incorporates GSCM linking manufacturers with supply chain partners (suppliers, customers) to support environmental sustainability throughout the supply chain
Tate W.L., Ellram L.M., Kirchhoff J.F. (2010)	SCM and social, environmental and economic responsibility	Corporate communication	It concludes that companies emphasize different facets of social, environmental and economic responsibility in supply chains, based on industry, size and geographical location.
Testa F., Iraldo F. (2010)	GSCM and environmental performance improvement	Commercial performance	We find that GSCM is strongly complementary to other advanced management practices, and that it contributes to improving environmental performance
Luthra S., Kumar V., Kumar S., Haleem A. (2011)	GSCM	Interpretive structural modeling	The structured model developed indicates that it will help to understand the interdependence of the barriers
Lee K.-H. (2011)	Carbon footprint and automobile SCM	Climate change	Provides a new way to integrate carbon emissions into supply chain management
Iakovou E., Karagiannidis A., Vlachos D., Toka A., Malamakis A. (2010)	Design and management of waste biomass supply chains	Global energy system. Energy conversion technologies	It shows that the production of biomass to energy is a field of research in rapid evolution that focuses mainly on the technologies of production of biomass to energy
Lin R.-J. (2013)	GSCM and environmental performance improvement	Theory of fuzzy sets. Trial decision making.	Presents a structural model to discover cause and effect relationships for GSCM aspects
Hsu C.-W., Kuo T.-C., Chen S.-H., Hu A.H. (2013)	Carbon management in the GSCM	DEMATEL Approach	Criteria of information management systems and carbon training are the two main influences in the selection of suppliers with carbon management competencies.
Govindan K., Kaliyan M., Kannan D., Haq A.N. (2014)	Supply chain management	Environmental focus	47 barriers were identified for the implementation of GSCM
Mathiyazhagan K., Govindan K., NoorulHaq A., Geng Y. (2013)	Implementation of the GSCM in industries	Cleaner production	It uses three phases of research: identification of literature barriers, interviews with department managers and surveys of automotive parts manufacturing industries. Of the 26 barriers identified, it determines that the supplier barrier is the dominant one, especially to maintain environmental awareness.
Liao C.-N., Kao H.-P. (2011)	Selection of suppliers in the management of the supply chain	Multiple decision making (MCDM)	The method allows decision makers to establish multiple aspiration levels for vendor selection problems.
Shang K.-C., Lu C.-S., Li S. (2010)	GSCM and competitive advantage	Resource-based vision (RBV).	Six dimensions of GSCM were identified: ecological manufacturing and packaging, environmental participation, green marketing, green suppliers, green stock and ecological design.
Zhu Q., Sarkis J., Lai K.-H. (2013)	GSCM	Corporate environmental practices	The research findings provide useful insights for administrators and other stakeholders seeking to adopt GSCM practices.
Liu H., Ke W., Wei K.K., Gu J., Chen H. (2010)	SCM systems	Organizational culture. Institutional theory	The results show that companies with greater control orientation are more prone to submit to regulatory pressures. He also found that firms with low orientation of flexibility or high control orientation are less affected by mimetic pressures
Pagell M., Shevchenko A. (2014)	Management of the supply chain and sustainability	GSCM. Radical innovation	We argue that the increased understanding of sustainability, current knowledge is not enough to create truly sustainable supply chains

Table 11. Relations Studies

On the other hand, according to the analysis of the most cited references with the VOSviewer software, figure 8 shows the most related documents.

For the size of the bubbles that represents the number of citations, highlighting the following most important works: Srivastava S.K. (2007) and Walker H., Di Sisto L., McBain D. (2008) and by the color of the bubbles each of these documents determine a focus, meaningful for the theme "Supply Chain Management".

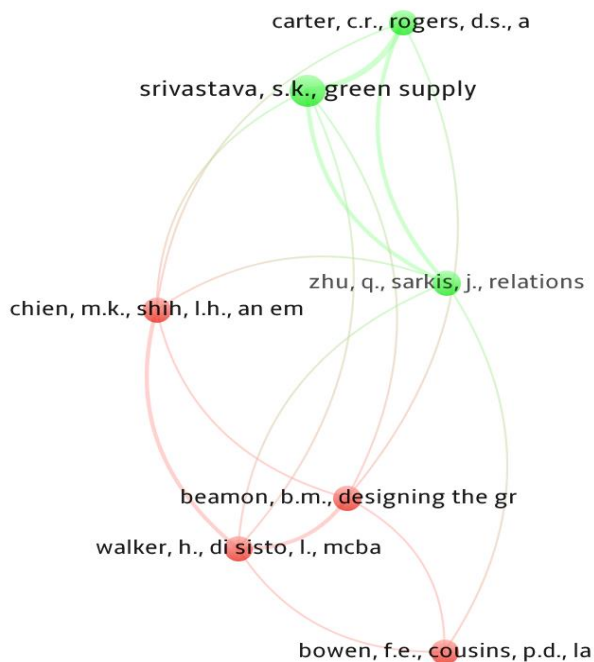


Figure 8. Related documents by most cited references

Conclusions

The application of the seven phases of the analytical goal approach allowed us to select from an abundant literature (1162 documents) obtained from the SCOPUS bibliographic database, the articles of the most cited authors in the journals with the highest impact factor, it was also possible to verify graph 2 that the topic "supply chain management" (SCM) is of interest to researchers because of its growing trend of research carried out over the period 2010-2017, 2014 being the year of greatest scientific production.

The most important journals are "Journal of Cleaner Production" and "Supply Chain Management" and the most relevant authors are Sarkis J., Govindan K. and Shu Q. for being the most cited. It was also possible to identify that the most referred articles for the study topic were from Srivastava S.K. (2007) Walker H., Di Sisto Ly McBain D. (2008), determining the focus of research on SCM that are related to new ways of managing the supply chain, such as "green supply chain management" and the "development of sustainable practices in the social, environmental and economic field through the supply chain", supported by the key words identified.

The use of computer tools to manage large databases such as VOSviewer, SSfM, TagCrowd, strengthens the systematic analysis of the meta-analytical approach for an effective bibliographic review, achieving a complete state of the art and at a level required by the best journals quality and very well conceptualized by the scientific community.

This document has selected the best articles, from the most cited authors in the best quality journals of a topic that finds a growing research interest, systematically carried out under the seven steps of the meta-analytic approach proposed by (Melo Mariano et al. al., 2011) and with the support of specialized computer tools for scientific research and incorporating the relationships of the valuable works selected, being an important base for the researcher in supply chain management that will allow you to carry out a future empirical investigation.

The research reviewed showed that empirical studies are being developed mainly in the Asian continent, identifying the need to address studies in other places such as Latin America, topics that we propose for future research.

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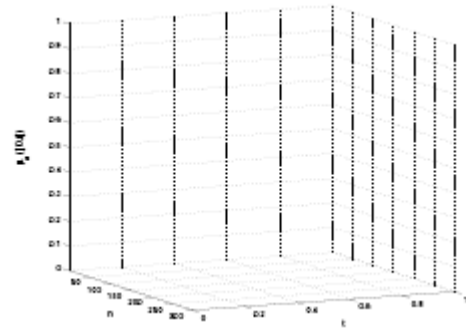
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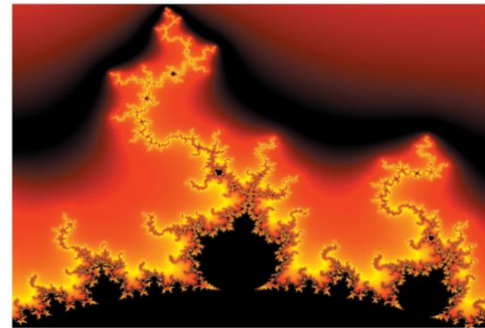


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