

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

FUENTES-JIMÉNEZ, Pedro Antonio†

Universidad Mayor, Real y Pontificia de San Francisco Xavier de Chuquisaca

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

† Researcher contributing first author.

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) IN	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.

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.

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.

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

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	1,0264
	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.

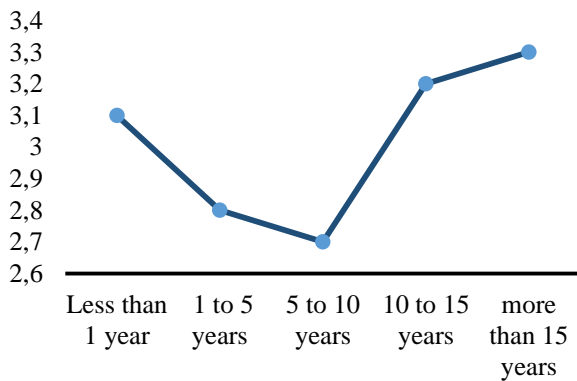
The training variable was significant for the affective and affective / normative component. The collaborators with the highest level of education are more committed than the others, especially those with a postgraduate degree.

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

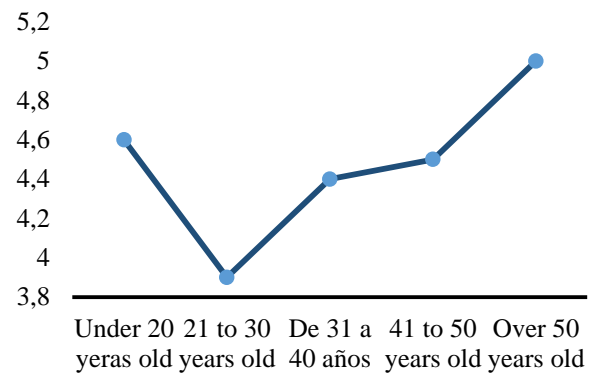


Graph 1. Regulatory commitment and time in the company
Source: Analysis of the data made by the author.

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

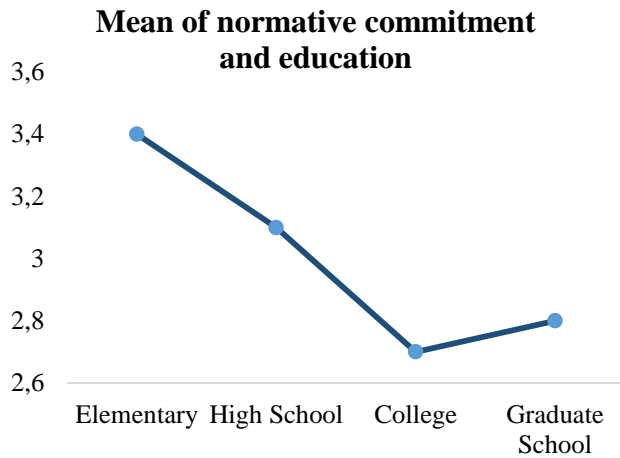


Graph 2. Affective commitment and seniority in the company
Source: Data analysis performed by the autor

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

Table 7. Demographic variables and organizational commitment of Company C

Source: Analysis of data made by the author.

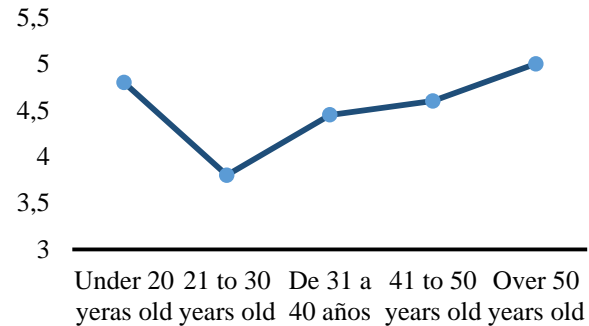
Another important characteristic of Table 6 is the leadership task, since it has significant differences in the three factors of organizational commitment. Still the affective commitment is what has the highest degree of agreement with the presented variables.

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 Hertzberg'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.

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

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.

References

- Ahmad, A. y Rainyee, R. A. (2014). Which is the better predictor of employee turnover intentions: Job satisfaction or organizational commitment? A literature review. *International Journal of Information, Business and Management*, 6(1), p.2-10.
- Allen, N. J. y Meyer, J. P. (1996). Affective, continuance and normative commitment to the organization: an examination of construct validity. *Journal of Vacation Behavior*. Vol 49, p.252-276.
- Baek-Kyoo B.J. y Park, S. (2010) Career satisfaction, organizational commitment, and turnover intention. *Leadership & Organization Development Journal*, 31(6), 482-500.
- Becton, J. B. y Schraeder, M. (2009). Strategic human resources management: Are we there yet? *The Journal for Quality and Participation*, 31(4), p11-18.
- Bhatti, W. A.; Waris, S.; Zaheer, A., y Kashif-Ur-Rehman. (2011). The effect of commitment and motivation on human talent and its contribution to organizational performance. *Management & Marketing*, 6(3), p.471-482.
- Brauns, M. (2013). Aligning strategic human resource management to human resources, performance and reward. *The International Business & Economics Research Journal (Online)*, 12(11), p.1405-n/a.
- Economía Bolivia. (2011 - 2015). Rankings de enterprises bolivianas. *Publicación especial de Quinquenio*. Separata p.28-45.
- Ewerlin, D. (2013). The influence of global talent management on employer attractiveness: An experimental study/Der einfluss des global talent managements auf die arbeitgeberattraktivität: Eine experimentelle untersuchung. *Zeitschrift Für Personalforschung*, 27(3), p.279-304.
- Fu, W. y Deshpande, S. P. (2014). The impact of caring climate, job satisfaction, and organizational commitment on job performance of employees in a china's insurance company. *Journal of Business Ethics*, 124(2), p.339-349.
- Gilaninia, S.; Taleghani, M. y Baghrabad, M. B. (2013). Impact of internal marketing components on organizational commitment of banks employees. *Interdisciplinary Journal of Contemporary Research in Business*, 4(10), p.1026-1031
- Hsu, S.; Chang, H.H.; Wu, C. y Tsao, C. (2013). A study of internal marketing, organizational commitment and job performance in the five-star hotels: Locus of control personality traits as a moderator. *Soochow Journal of Economics and Business*, (83), p.43-78.

INE- Instituto Nacional de Estadística. (2014). Estadísticas estructurales de la Industria manufacturera y de servicios en el Estado Plurinacional de Bolivia.

Ismail, A.; Mohammed, H. A.; Sulaiman, A. Z.; Mohammad, M. H., y Yusuf, M.H. (2011). An empirical study of the relationship between transformational leadership, empowerment and organizational commitment. *Business and Economics Research Journal*, 2(1), 89-107.

Kucherov, D. y Zavyalova, E. (2012). HRD practices and talent management in the companies with the employer brand. *European Journal of Training and Development*, 36(1), p.86-104.

Lee, D.; Hung, L. y Chen, M. (2012). Empirical study on the influence among corporate sponsorship, organizational commitment, organizational cohesiveness and turnover intention. *Journal of Management and Sustainability*, 2(2), p.43-53.

Lin, S. y Lin, J. S. (2011). Impacts of coworkers' relationships on organizational commitment- and intervening effects of job satisfaction. *African Journal of Business Management*, 5(8), p.3396-3409.

Mahanta, M. (2012). Personal characteristics and job satisfaction as predictors of organizational commitment: An empirical investigation. *South Asian Journal of Management*, 19(4), p.45-58.

Majeed, A. (2013). Application of business process through talent management: An empirical study. *Journal of Marketing and Management*, 4(2), p.46-68.

Malhotra, N. (2008). Investigación de Mercados: una orientación aplicada. ed. Pearson Education.

Meyer, J. y Allen, N.J. (1997). *Commitment in the workplace: Theory, Research and Application*. Thousand Oaks: Sage Publications.

Meyer, J.; Irving y Allen, N.J. (1998). Examination of the combined effects of work values and early experiences on organizational commitment. *Journal of Organizational Behavior*. Vol 19, p. 29-52.

Mireles, R. D. V.; De Leon, Y. M.; Villanueva, B. R. y Davila, P. (2016). Tomasa. Retención del talento humano en pequeñas y medianas enterprises: evidencias de México/human talent retention in small and medium enterprises: evidence from Mexico. *Revista Global De Negocios*, 3(4), p.59-67.

Odeh, G. R., y Alghadeer, H. R. (2016). The impact of organizational commitment as a mediator variable on the relationship between the internal marketing and internal service quality: An empirical study of five star hotels in Amman. *International Journal of Marketing Studies*, 6(3), p.142-147.

Patnaik, K. V. S., y Rao, G. V. (2013). Integrating competency with talent management: gmr experience. *International Journal of Organizational Behaviour & Management Perspectives*, 2(1), p.192-195.

Rabbi, F.; Ahad, N.; Kousar, T. y Ali, T. (2015). Talent management as a source of competitive advantage. *Journal of Asian Business Strategy*, 5(9), p.208-214.

Ramaiah, T. S., y Raut, R. A. (2014). A study on talent management practices in corporate world. *International Journal of Organizational Behaviour & Management Perspectives*, 3(1), p.766-769.

Ramirez, P. y Melo A. (2014). Propuesta metodológica para aplicar modelos de ecuaciones estructurales con PLS: El caso del uso de las bases de datos científicos. Research Gate : Revista ADMpg Ponta Grossa, p.133-139.

Riketta, M. (2002). Attitudinal organizational commitment and job performance: a meta-analysis. Journal of Organizational Behavior. Vol 23, p.257-266.

Stahl, G.; Bjorkman, I.; Farndale, E.; MORRIS, S. S.; Paauwe, J., y Stiles, P. (2012). Six principles of effective global talent management. MIT Sloan Management Review, 53(2), p.25-32.

Tsai, Y. (2014). Learning organizations, internal marketing, and organizational commitment in hospitals. BMC Health Services Research, 14, p.152.

Vaiman, V.; Scullion, H. y Collings, D. (2012). Talent management decision making. Management Decision, 50(5), p.925-941.

Vivas Lopez, S. (2014). Talent management and teamwork interaction: Evidence in large Spanish companies. International Journal of Business, 19(1), p.30-43.