

Determining Factors of Implementation in Business Management: A Systematic Review of Literature

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Abstract

This article presents an analysis using a literature review of 50 published articles on the determinants of success in Business Management. To increase their productivity, companies need to know and implement the determining factors in business management. The present study resulted in the following factors: social responsibility, innovation and knowledge management.

Keywords: productivity, implementation, responsibility, innovation.

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INTRODUCTION

In this work, the objective is to determine the determining factors of success in business management. Currently, business management goes through a changing and challenging environment; where what is sought is to make decisions efficiently and effectively. Business management must develop strategies to care for and maintain intangible capital, improve accessibility to information and foster an environment conducive to knowledge, generating competitive advantages. Knowledge management is a social process that incorporates collective actors among which the workers' movement must be fundamental [1]. Gomez [2] points out that the principle of innovation is change, and in today's business environment the world's economies consider this already as a basis for competitiveness. Carroll [3] mentions that research on corporate social responsibility has been carried out since the 1950s. Fernández [4] points out that social responsibility is understood as the commitment of all citizens, institutions, public and private, and social organizations, in general, to contribute to the welfare of the local or global society.

For this reason, a literature review of the subject was carried out, in order to know the determining factors of success in business management.

BACKGROUND

Business Management

The concept of business management has evolved to the extent that man has advanced in the

achievement of new technologies and relationships for the improvement of new products and services, in the satisfaction of a growing market every day and complex [5]. Fernández [6] points out that decision making has evolved by analyzing its four key functions for the development of managerial level command, which are: plan, organize, direct and control.

One of the important people in Business Management is Taylor, who is considered the father of scientific management. He helped improve management in the company. Lavine & Wackman [7] mention that he commented that the main task of people in companies was the development of analyzing and studying how to make efficient, the effort of the human being, where we can summarize the look of a work system.

On the other hand Cisneros [8] indicates that the management refers to the attitude has its origins of the following causes:

- The instinct and the natural tendency in man to take things slowly, that is, little natural performance.
- A low systematic performance. This is carried out by workers with the express purpose of keeping their employers in ignorance of how accurate the work could actually be done [9].

Research in Business Management

Malaver [10] mentions that in the thirty-three years that comprise the period studied (1965-1998), 416 publications originated in research were found. Table-1

is presented, which deals with the evolution of published research on Business Management in

Colombia, by periods.

Table-1: Evolution of published research on business management

Publications 1965-1998	Books 100	Articles			Memoirs 100	Thesis 100
		Administration magazines	Books	Related Journals		
Total	97	179	37	42	25	36

Source: Malaver [10]

PREVIOUS STUDIES

Vizcaíno *et al.*, [11] in his research: Applying Knowledge Management in the Software Maintenance Process Artificial Intelligence describe how the concepts involved in software maintenance have been defined and how they have been represented in an ontology. Likewise, it was implemented in a knowledge management system using REFSENO. All this in order to promote the reuse of information (using reasoning techniques based on cases), so that maintenance engineers can take advantage of the experience and lessons learned from other workers. Barrasa *et al.*, [12] conducted a review of the treatment that knowledge management is receiving in Spain. They are convinced that the organization that does not know how to manage people (their attitudes, expectations, motivations, etc.) and the relationships that are established between them (groups, teamwork, ways of communicating or will not be able to manage knowledge, however computerized, sophisticated and technically advanced their tools are. Mozas *et al.*, [13] developed the study: Corporate social responsibility and its parallelism with cooperative societies. As a result of the work, it is considered that, in short, CSR is configured as an intrinsic aspect to the very nature of cooperative societies, is part of its *raison d'être* or DNA. Ruiz & Castillo [14] carried out the work: the social responsibility of companies in Spain. This work will serve as a guide when implementing CSR departments and will help to configure their professional functions, the areas of work and their incorporation into the organic line of companies. Mainly the variations have focused on training, the link with the company, age and the functions performed by professionals. Baltar *et al.*, [15] conducted a study called the Survival of Spanish innovative companies: Effects of innovation. This research presents the determining factors of business failure through a binomial logistic model for a sample of 223 Spanish innovative companies of the year 2006. Garzón [16] developed the work: Approaches to knowledge management in Colombian companies. The first hypothesis is: organizational learning is the basis of good knowledge management, and knowledge management is the basis for the generation of intellectual capital. This hypothesis indicates that the relationship between organizational learning and knowledge management is narrow, and that, in turn, the relationship between knowledge management and the generation of intellectual capital is also. If these relationships are strong then it is concluded that

organizational learning is the basis of intellectual capital. Giménez, Pastor, & Malacara [17] conducted the research: Factors of innovation in the states of Mexico. Mexico has registered moderate economic growth in recent years, far from that observed in previous periods and lower than the average for Latin America and the Caribbean. From the perspective of endogenous growth theories, innovation is an indispensable instrument to achieve a significant and sustained GDP growth; and this depends on the innovative capabilities of the territories. Larios [18] developed the research: The Management of Competitiveness in Mexican MIPYME: Empirical Diagnosis from Knowledge Management. He concluded that the MIPYME Poblanas, in general terms, do not take as important the knowledge generated in the organization. The result obtained in the average of the means, which includes the 7 variables, is 3.57. It can be, because it is micro, small and medium enterprises. The only two factors that obtained the highest level were storage and distribution, basic marketing actions and quality management systems, which since 2000, all companies have implemented in their structures. Pérez [19] did the work: Intermediary organizations in innovation processes in Mexico. Creating the mechanisms for the creation of favorable environments for innovation involves the coordination of efforts to complement the existing infrastructure and capacities. In emerging countries, the creation of these environments requires a large amount of resources. Regarding the role of the IOs in Mexico, it can be said that their greatest importance is to give confidence and certainty to the tasks of collaboration among the actors of the innovative activity. Álvarez & García [20] developed the research: Productivity, innovation and exports in the Chilean manufacturing industry. The total factor productivity is calculated from the estimation of a Cobb-Dou production function for each industrial subsector. Based on [21, 22], the estimate explicitly considers the endogeneity of the productive factors.

MATERIAL AND METHODS

For this study, a literature review will be used. Glass [23] mentions that when this term was used for the first time to refer to the nascent methodology. Roussos [24] points out that it is the one that combines the results from different studies with a common theme. On the other hand, they provide crucial information to establish the sample size of future primary studies, so that their contrasts have the desired power [25].

Ferreira, Urrútia & Alonso [26] mention that systematic reviews are considered to be the most reliable source

for medical decision making The phases of a meta-analysis study are as follows [27-29]:

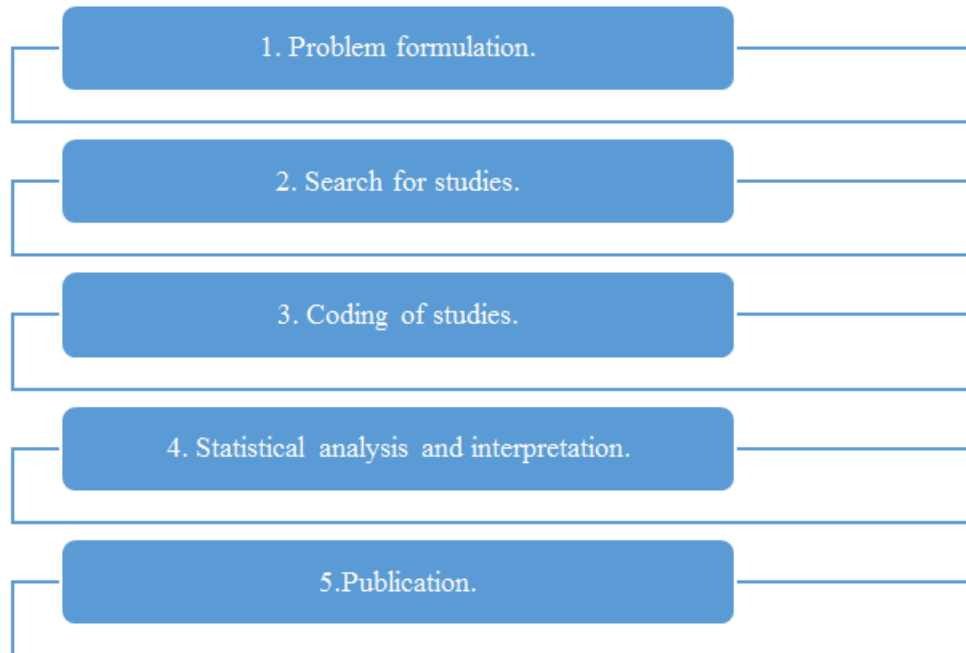


Fig-1: Stages used in the investigation.
Source: (Own Conceptualization, 2018).

Formulation of the problem

In this phase we worked on the project approach. To do this, the topic was studied and the

topic justified. Figure-2 shows an example of the meetings that were held with professionals on the subject.

Profesor: Carlos Salazar Nombre del Proyecto: Tendencias en la gestión empresarial Objetivo de la Reunión: Delimitación de Temas de Investigación	Institución Educativa: Asignatura: Proyecto de Investigación Tiempo/ Cantidad de Sesiones 1 30 min 2 3 4 5 6
Recursos TIC: Computadora <input type="checkbox"/> Cañón <input type="checkbox"/> Pizarra <input type="checkbox"/> Plumones <input type="checkbox"/> Impresora <input type="checkbox"/> Material de papelería <input type="checkbox"/> Impresiones <input checked="" type="checkbox"/> Otros <input type="checkbox"/>	
Actividades de la Sesión	
Temas Tratados 1. Delimitación del tema 2. 3. 4. 5. 6.	Acuerdos 1. Entregar el trabajo impreso 2. 3. 4. 5. 6.
Reflexión Final (cierre):	
Nombre del Asistente Claudio Mavna Carlos E. Salazar Delgado	Firma
Lista de Asistencia Nombre del Asistente	Firma

Fig-2: Minute used in the project
Source: (Own Conceptualization, 2018)

Search for studies

Once the question is posed, one can proceed to locate and gather the sources of evidence. Searchers

were used as: Redalyc, Scielo, Latindex, Dianlet, etc. Figure-3 shows an example of the meetings that were held with professionals on the subject.

Condiciones de la gestión del conocimiento,
capacidad de innovación y resultados
empresariales. Un modelo explicativo*

Conditions of knowledge management, innovation
capability and firm performance. An explicative model

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Fig-3: Example of research consulted
Source: (Universidad del Norte, 2013)

Coding of the studies

For the classification of the articles a table will be elaborated considering that all the articles that

comply with 75% or more are valid to elaborate a research article. Table-2 shows an example of the first 10 articles and their weighting.

Table-2: Classification of articles.

Registro	Preguntas												
	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Ética empresarial y gestión del conocimiento	4	3.6	2	4	4	1	4	4	4	4	3	4	4
2. Gestión de la calidad y gestión del conocimiento	4	3.2	3	4	4	2	4	4	4	4	2	4	3
3. Gestión de la información y el conocimiento en las organizaciones	4	2.8	3	4	4	1	4	4	4	4	1	4	4
4. Gestión del conocimiento en la capacitación para la innovación	4	3.2	4	4	4	1	3	3	4	4	1	4	3
5. ¿Gestión del conocimiento o gestión de la información?	4	3.6	4	4	4	4	3	3	4	4	1	4	4
6. Aprendizaje organizativo y gestión del conocimiento: un análisis dinámico del conocimiento de la empresa	4	3.2	4	3	4	3	2	2	2	2	2	2	3
7. ¿Educar para el individualismo o para la responsabilidad social?	4	1.2	0	2	4	2	1	1	1	1	1	2	2
8. Equipos de trabajo para la gestión del conocimiento: la importancia de un clima adecuado	4	2.8	4	3	4	3	2	2	2	2	2	2	3
9. ¿Es la cultura organizativa un determinante de la innovación en la empresa?	4	3.6	4	2	2	4	1	2	2	2	2	2	3
10. Gestión del conocimiento y su importancia en las organizaciones	4	3.2	4	2	3	3	2	2	2	2	2	2	3

Source: (Own Conceptualization, 2018)

Taking into account the results, the articles valid for this investigation are in total 31 since they meet a grade of 75% or more.

Statistical analysis and interpretation

In this phase, the total score of each article and its average was studied quantitatively. Likewise, the classification percentage was made and the decision was made to pass or not to the next stage. Table-3 shows an example of the first 10 articles and their weighting.

Table-3: Qualification of articles.

Registro	Puntaje total	Promedio	Calificación (%)	Pasa a la siguiente evaluación
1. Ética empresarial y gestión del conocimiento	45.6	3.51	87.69%	si
2. Gestión de la calidad y gestión del conocimiento	45.2	3.48	86.92%	si
3. Gestión de la información y el conocimiento en las organizaciones	43.8	3.37	84.23%	si
4. Gestión del conocimiento en la capacitación para la innovación	42.2	3.25	81.15%	si
5. ¿Gestión del conocimiento o gestión de la información?	46.6	3.58	89.62%	si
6. Aprendizaje organizativo y gestión del conocimiento: un análisis dinámico del conocimiento de la empresa	36.2	2.78	69.62%	no
7. ¿Educar para el individualismo o para la responsabilidad social?	22.2	1.71	42.69%	no
8. Equipos de trabajo para la gestión del conocimiento: la importancia de un clima adecuado	35.8	2.75	68.85%	no
9. ¿Es la cultura organizativa un determinante de la innovación en la empresa?	33.6	2.58	64.62%	no
10. Gestión del conocimiento y su importancia en las organizaciones	34.2	2.63	65.77%	no

Source: (Own Conceptualization, 2018)

Publicación

In this phase, everything studied and applied is included to form a final document with all the research.

RESULTS AND DISCUSSION

It is clear that value-based business management systems are increasingly present in information technologies, and certainly have come to stay in the business world as a solution to achieve the maximization of shareholders' wealth.

In order to have a more concrete idea of the research topic, a table was elaborated with the main ideas of the authors with the valid articles, reviewing to what results they arrived. Perozo [30] mentions that knowledge management becomes a kind of instrument for integration, 5 authors mentioned knowledge, Rivera [31] mentions that the knowledge that an organization possesses is measured through its Intellectual Capital, which although it has a value, it is not easy to determine its price. Table 4 shows an example of Knowledge Management ideas.

Table-4: Authors with ideas of knowledge management

Autor	Nombre del artículo	Ideas Principales
(Perozo, 2006) [30]	Ética empresarial y Gestión del conocimiento	Toma de decisiones se basa en la información suficiente
		Organizaciones innovadoras
		Gestión del conocimiento se convierte en una especie de instrumento para la integración
		Ética: Básicamente la ética se centra en la acción y no precisamente en la conducta
		El recurso humano debe ser: adecuado en sus aspiraciones. En su competencia profesional y, sobre todo, han de poder relacionarse en forma honesta y constructiva con otras personas, teniendo una actitud positiva y flexible.
		Responsabilidad social que reporte beneficios a las comunidades, tanto en el seno de la empresa, como en su entorno. Aportar a la sociedad.
		Globalización permite que se maneje con mayor fluidez el encuentro de los actores sociales
(Hernández & R., 2009) [32]	Gestión de la calidad y gestión del conocimiento	Gestión del conocimiento
		Gestión de la calidad para aumentar la satisfacción del cliente mediante el cumplimiento de sus requisitos
		Organización inteligente
		Aportar a la sociedad

Source: (Own Conceptualization, 2018).

Social responsibility plays an important role together with ethics and globalization, as Toca [33] said, from the ethical point of view, we are all responsible for everyone. The network of global interdependence places responsibility in its place, whether or not its presence is recognized, whether or

not it is assumed. Aguilera & Puerto [34], mention that social responsibility is a voluntary decision, the company deliberately determines whether or not to assume that commitment. Table-5 shows an example of the ideas of Social Responsibility.

Table-5: Authors with ideas of social responsibility

Autor	Nombre del artículo	Ideas Principales
(Perozo, 2006) [30]	Ética empresarial y Gestión del conocimiento	Toma de decisiones se basa en la información suficiente
		Organizaciones innovadoras
		Gestión del conocimiento se convierte en una especie de instrumento para la integración
		Ética: Básicamente la ética se centra en la acción y no precisamente en la conducta
		El recurso humano debe ser: adecuado en sus aspiraciones. En su competencia profesional y, sobre todo, han de poder relacionarse en forma honesta y constructiva con otras personas, teniendo una actitud positiva y flexible.
		Responsabilidad social que reporte beneficios a las comunidades, tanto en el seno de la empresa, como en su entorno. Aportar a la sociedad.
		Globalización permite que se maneje con mayor fluidez el encuentro de los actores sociales
(Hernández & R., 2009) [32]	Gestión de la calidad y gestión del conocimiento	Gestión del conocimiento
		Gestión de la calidad para aumentar la satisfacción del cliente mediante el cumplimiento de sus requisitos
		Organización inteligente
		Aportar a la sociedad

Source: (Own Conceptualization, 2018)

Perozo [35] mentions that innovation is the value achieved by the innovative organization in the market, and that it is in proportion to its investment in

research and development, in which financing is usually achieved through cooperation and linking. Table-6 shows an example of Innovation ideas.

Table-6: Authors with ideas of innovation.

Autor	Nombre del Artículo	Ideas Principales
(Gómez, 2006) [36]	Gestión del conocimiento, innovación y competencia	Innovación
		Gestión del conocimiento
		Ventajas competitivas: el desarrollo y adquisición de conocimientos tecnológicos, así como en la difusión, apropiabilidad y desarrollo entre los sectores productivos. Como quiera que sea, es claro que conocimiento y competencia son claves como fuentes de diferenciación competitiva.
		La investigación y desarrollo son importantes en las estrategias empresariales para ganar competitividad y por eso se hace necesario responder a cuál tipo de empresa o estructura de mercado es la más propicia para estas actividades de I+D que conduzcan a innovaciones.
		La necesidad de protección de los conocimientos generalizó el uso de las patentes, aunque este mecanismo no es, sin duda, el único utilizado por las firmas para proteger sus innovaciones, que muchas veces han requerido de grandes inversiones en I+D.
		Pero reconociendo las presiones por el acortamiento de los ciclos de los productos, así como la internacionalización y globalización de las economías.
(Cáceres & Aceytuno, 2008) [37]	La innovación como fuente de oportunidades empresariales	La innovación como fuente de oportunidades para la creación de empresas
		Aumenta el crecimiento de la empresa
		Oportunidades empresariales
		Las innovaciones ligadas a las Tics son las más representativas

Source: (Own Conceptualization, 2018)

De acuerdo con las ideas planteadas por los autores, se elaboró una tabla relacionando las ideas principales que cumplan con el objetivo principal, en

donde se relacionarán los autores que llegaron a los mismos resultados. La tabla 7 muestra un ejemplo de las ideas.

Table-7: Ideas of the authors that fulfill the main objective.

Ideas Principales	Autores
Responsabilidad social	<ol style="list-style-type: none"> 1. (Perozo, 2006) [30] 2. (Perozo, 2004) [35] 3. (Torres, 2017) [33] 4. (Aguilera y Puerto, 2012) [34] 5. (Hernández, Silvestri y Cobis, 2006) [38] 6. (León, 2008) [39] 7. (Saavedra, 2011) [40] 8. (Rodríguez, 2005) [41] 9. (Azua, 2007) [42] 10. (Chirinos, Fernández y Sánchez, 2012) [43] 11. (García, 2007) [44] 12. (Solís, 2008) [45] 13. (Gilli, 2006) [46] 14. (Sacco, 2009) [47] 15. (Vélez, 2011) [48] 16. (León, Baptista y Contreras, 2012) [49]
Innovación	<ol style="list-style-type: none"> 1. (Perozo, 2006) [30] 2. (Perozo, 2004) [35] 3. (Rivera, 2006) [50] 4. (Gil, 2007) [51] 5. (Borroto, 2007) [1] 6. (Rodríguez, 2005) [41] 7. (García, 2007) [52] 8. (Sacco, 2009) [47] 9. (Gómez, 2006) [36] 10. (Cáceres y Aceytuno, 2008) [37] 11. (León, Baptista y Contreras, 2012) [49] 12. (Moraleda, 2004) [53] 13. (Peñaloza, 2007) [54]
Gestión del conocimiento	<ol style="list-style-type: none"> 1. (Perozo, 2006) [30] 2. (Hernández y R., 2009) [55] 3. (Youlianov, 2002) [56] 4. (Perozo, 2004) [35] 5. (Rivera, 2006) [57] 6. (Darceles, 2007) [58] 7. (Obeso, Sarabia y Sarabia, 2013) [59] 8. (Borroto, 2007) [1] 9. (López, 2011) [60] 10. (Andrade, 2003) [61] 11. (Mihi, 2008) [62] 12. (Gómez, 2006) [36]

Source: (Own Conceptualization, 2018)

It can be seen that 16 authors agree that Social Responsibility has greater influence, one of the authors mentioned that socially responsible companies are intelligent organizations that understand the value of the common good [45].

Innovation also has an influence since 13 authors mentioned the importance of it in companies and is related to the Social Responsibility of Companies

since it is an important factor not only in business management, but also acts as a lever for change and transformation positive social It is a new way of doing / understanding the business that should be incorporated into the company's vision and integrated into the management strategy according to Rodríguez [41].

The knowledge management was mentioned by 13 authors besides having relation with the other two

tendencias an author mentioned the Management of the knowledge becomes a kind of instrument for the integration between the parties that have a common interest and participate in the cooperation, giving step to tangible results, which are usually of a very varied nature and others that are constituted as intangible, as a consequence of what we know as added or added value Perozo [35].

Chirinos, Fernández & Sánchez [43] mention Social responsibility is not a fad, it is a necessity converted into a strategy that allows the development of evident competitive advantages. García [63] says that responsibility is a part of business ethics that is occupied by the conditions that underlie the trust placed in the company. Each of the ideas or factors are important because they allow the company to excel in a globalized world in which these trends are important.

It is also necessary to mention that other factors or main ideas that are repeated are the competitive advantage, globalization and ethics mentioned by 11 authors. Borroto [1] mentions that globalization is not only a challenge but also an opportunity. Another important factor is the decision making that is related to the above-mentioned tendencies since it is based on sufficient information [30], as well as being able to solve the problems and increase decision-making capacity [60].

CONCLUSION

The present study was conducted through a literature review, the research helped to know what the determining factors of success in business management are. It was also possible to corroborate the authors' conclusions, which coincide with each other, making it clear that nowadays business management is undergoing a change, which, if the factors that determine the success in its implementation are not known, companies will not they will be able to be productive.

In conclusion, it can be said that social responsibility, knowledge management and innovation are related to business management and have become a trend due to all the changes that exist in companies and society.

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