

Personnel Management And Attitude Towards Organisational Commitment In Companies In The Hotel Sector

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Abstract

The objective of the study is to associate the managerial competence of personnel management with the attitude towards organisational commitment in companies in the hotel sector in Cúcuta, Colombia. The approach used is positivist, with an explanatory level, a transectional, non-experimental and field design. The sample for the preliminary study is intentional, with 10 participants, of both sexes, working in hotels in Cúcuta. The instrument used was a structured survey on a five-choice Likert scale. The method used was multivariate analysis applying factor analysis. As a result of the pilot study, the factor analysis allowed the identification of four dimensions, which were named: affective attitudes, work balance, strategic dimension, personal balance, which explained 62% of the variations in the model, a magnitude that is considered adequate in Social Science studies. In the analysis of the affective attitudes dimension, which is fundamental for creating an attitude towards commitment, it was found that the factor "development of continuous improvement strategies" showed a considerable positive correlation, while the correlation with the factor "individual values have an impact on their optimum performance" was negative. It was found that the relationship between the indicators of managerial competence personnel management and the indicators grouped in the affective attitudes dimension showed that there is a statistically significant positive correlation with the indicator grouping the cognitive variables. The relationship between the factor "organisations evaluate the behaviour of their members taking into account their level of commitment to the organisation" and personnel management showed a negative correlation, which means that when a lower level of commitment is identified, the evaluation of the behaviour of its members increases.

Keywords: Managerial competence, people management, organisational commitment, hotel sector, factor analysis.

Introduction

Nowadays we are facing a globalised and interconnected world, the changes that take place as well as the changing characteristics of the environment, demand a greater and better way of facing them due to the speed with which they happen. This requires the participation of a qualified and prepared management, with a high degree of responsibility and skills that will allow the organisation to move and guide it along an accurate and correct path where its goals are productive, as well as an attachment to excellence.

The transformations that are being experienced in 21st century society require adaptations in the individual from a personal, professional and occupational point of view, in relation to the different mental and emotional paradigms present. This implies a special training that contributes to the daily activities in the workplace.

In this sense, Arango (2014) points out that organisations are characterised by great changes and turbulent processes. So this invites to renew the old organisational structures that are still maintained, thereby seeking greater stability and subsistence to face the constant changes, and the uncertainty present to respond to these.

Therefore, in order to move towards managerial excellence, it is necessary to possess the knowledge and skills to direct, lead, manage resources, not only infrastructure and administrative resources, but also to possess very specific and specific skills that facilitate the design and implementation of projects that in parallel contribute to the growth and development of the staff working in the organisation to which it provides its services. In this search, the manager must integrate with the exercise of their work, their skills to achieve greater effectiveness and efficiency, skills that must be interrelated with the capabilities that as a manager has to influence the work carried out by workers, either in their actions, as in their relationship with the culture of the organisation.

Among the managerial competences, the following stand out: leadership, management skills, strategic thinking, problem solving and human talent management. These competencies represent a series of personal characteristics or behaviours that each worker must provide in order to achieve efficient performance, such as: knowledge, skills and abilities, traits and temperaments, motives and needs.

In this context, management competencies acquire relevance in the hotel sector, given that any process of organised, sustained growth and investment in growth requires a well-prepared management with the ability to overcome all the problems and difficulties that may arise in its

management. It is important to internalise that management alone cannot achieve these results; a team is needed that is willing to accept the challenges and that is capable of helping in the search for and achievement of the objectives that this important tourism-related sector has set itself.

In this new organisational context, management competencies are a critical factor of success and differentiation in organisational competitiveness, where the different work groups and teams are the main cells, and teamwork has become the basic procedure for carrying out work processes. Since the 1980s, a large group of consultants, academics and professionals have been accumulating research and empirical evidence that shows that human resource management is a strategic area in the organisation and provides competitive advantage (Bonache, 2002; Baque, 2014, p. 21).

The importance of this work lies in identifying how managerial competencies and attitude towards organisational commitment can influence the management of hotel organisations. Therefore, this research will be addressing the relationship between managerial competences of people management and organisational commitment. It is considered that personnel management is centred on the attitude towards organisational commitment in companies in the hotel sector in Cúcuta. The aim of the work is to associate personnel management competences and the components of the attitude towards organisational commitment in the hotel sector in Cúcuta, Colombia.

In the academic field, there are several research studies that analyse, through factor analysis, the relationships between business management and human talent management through empirical evidence. These include Núñez and Díaz (2017) with their work on managerial competency profiles in managers of educational institutions, as well as Hernández (2010) who analysed the profile of the executive according to their Managerial Competencies and Intellectual Skills.

The work follows the qualitative paradigm, the level of the research is associative, with a transactional and field design. A questionnaire of 24 Likert-type questions with five options structured in two dimensions was applied to ten people related to the hotel sector in Cúcuta: a) attitude towards organisational commitment with three indicators: affective, cognitive and behavioural; b) competence in personnel management with five indicators: ethical behaviour, resilience, balance of work demands, balance of personal demands, personal development. Factor analysis was used to study the information. Once the variables had been classified into dimensions of analysis, the occupations were placed according to the factor scores in order to associate them with the factors and indicators that would make it possible to identify the degree of relationship between them.

This paper is structured in three parts: the introduction, the body of the paper where a frame of reference with research related to the topic of this research is presented, a description of the variables, the presentation of the results and finally the conclusions.

Frame of Reference

Below are some studies with empirical evidence related to personnel management and organisational commitment. We have Araújo (2018) with his work "Influencia de las competencias gerenciales sobre el clima organizacional en microempresas ubicadas en el Cantón Rumiñahui" (Influence of management competences on the organisational climate in micro-enterprises located in the Rumiñahui Canton). Through a self-assessment survey, the following competences are analysed: people development, people management, teamwork and cooperation, as well as leadership. With regard to the organisational climate, an opinion survey was carried out to measure integration in units, risk tolerance, conflict tolerance, emphasis on the group, focus on people, control, criteria for rewards, profile towards goals and focus on an open system. The results of the research determine that the microentrepreneurs analysed are highly competent, as they have high percentages of development of each competence. The critical factors to be developed are: improving feedback processes and monitoring the quality of products and services. It points out that the organisational climate requires certain actions to foster the identity of the members, achieve integration in units, risk tolerance and conflict tolerance.

Leyva-Carreras et al. (2017) studied "Managerial skills as a strategy for business competitiveness in small and medium-sized enterprises (SMEs)". The research aims to measure the influence of managerial skills as an internal factor in business competitiveness as perceived by entrepreneurs of small and medium-sized enterprises (SMEs) in Hermosillo, Sonora, Mexico. A mixed methodology was used. The first phase was exploratory by interviewing a panel of experts using the Delphi method. In the second phase, SMEs were sampled and a statistical analysis was conducted using structural equation modelling (SEM) to obtain results. The findings showed that managerial skills are an internal factor of SMEs that significantly influence their business competitiveness.

In the study by Baque (2014), an organisational management model aimed at improving the performance of human talent in hotel companies in the southern area of the province of Manabi, the impact of the organisational management model on the performance of human talent in hotel companies in the southern area of Manabi was analysed; The methodology used was quasi-experimental, which allowed for the application of survey and interview instruments, which enabled valuable conclusions to be drawn, including the fact that a new organisational management model would make it possible to increase the performance of human talent, and that the allocation of posts in the hotel company is not clearly defined. As a result, it was possible to develop a proposal to strengthen the administrative organisation aimed at improving the performance of human talent, which took the form of the design of a competency-based management model.

Another work reviewed was Gómez (2014), in the development of this work, the various competencies and skills that leaders and managers must develop are investigated, based on the fact that today's organisations are changing, demanding and competitive, due to globalisation, the opening of new markets, economic growth, acquisitions, new management systems, free trade

agreements, among others. The result of this objective is that Business Leaders are prepared to take on these challenges, developing the necessary skills, abilities and competencies that will allow them to lead their organisation to success, keeping themselves in evolution regardless of the constant changes in the environment.

Factors related to Organisational Engagement

According to Baque (2014), commitment is a relevant factor within the company through which the person will be identified with the organisation, thus allowing the maximum development of the company. While for Yarce (2009, as cited in Baque, 2014) "commitment is not a word just to talk about it as if it were a requirement of civility; it is an absolutely necessary value to fulfil the mission that is carried out in any type of organisation" (p. 15), "commitment is not just a word to talk about it as if it were a requirement of civility; it is an absolutely necessary value to fulfil the mission that is carried out in any type of organisation" (p. 15).

People with competencies that lead them to be agents of transformation and change are now widely accepted by organisations. For Spencer and Spencer (1993), competencies are "underlying characteristics of an individual causally related to a standard of effectiveness and/or superior performance in a given job or activity" (p. 9). In other words, it relates to the cognitive dimension of the individual, which can influence his or her behaviour in the organisation. In this sense, Davenport (as cited in Castillo, 2012) proposes three characteristics in human capital that would allow them to develop their competences: capacity, behaviour and effort. In this regard, he states that: a) capacity is divided into knowledge, skill and talent; b) knowledge is the intellectual context of a person; c) skill is the means and methods to perform a certain task; d) talent is synonymous with aptitude; e) ability is the ability to perform a certain task; f) talent is the ability to perform a certain task; g) ability is the ability to perform a certain task; and h) talent is the ability to perform a certain task.

According to this approach, competences can be related to a person's performance. In this sense, for Azuaje (2008), managerial competences make up the verifiable set of knowledge, attitudes, values and skills, with which satisfactory performance can be achieved, assessed in accordance with established standards.

Human Talent Management, personnel management

Nowadays, human talent management has acquired greater importance, given that companies and institutions, in order to achieve better results, require personnel with the necessary expertise for the various positions and posts in the workplace. In other words, human talent management is related to the appropriate handling of tools, strategies and personnel management models that are adjusted to the needs and reality of the environment in which the organisation operates.

As stated by Gaspar-Castro (2021), human talent management in organisations is the function that enables the effective collaboration of people (employees, civil servants, human resources), with

the aim of achieving the full identification of individuals with the organisation, establishing favourable links between them, always following a participatory approach and full communication. Therefore, the management of these assets will be more effective the higher the level of commitment and motivation of the worker, which is a fundamental task to achieve organisational and individual success and the achievement of a high level of competitiveness. In this sense, Schuller (1992, as cited in Dolan et al., 2007) points out that:

(...) all those activities that affect the behaviour of people when formulating and implementing company strategies or decisions regarding the orientation given to human resource management processes and that affect the behaviour of individuals in the medium and long term, taking as a reference both internal and contextual factors of the organisation.
(p. 8)

It is understood that the decisions taken with respect to the management of the company, whether they are short, medium or long term and are related to the management of human talent, are influenced by internal or external factors. Therefore, it is essential to internalise that every task or activity is related to the performance of people and this must be taken into account when implementing strategies in organisations.

Results

The results of the research are presented below, based on the analysis of the information gathered in the fieldwork. Table 1 shows the results of the correlation between the Human Talent Development indicators, which were identified as: affective, cognitive and behavioural. These were correlated with the variables grouped in Managerial Competencies for Personnel Management.

Table 1: Correlation of Human Talent Development indicators and People Management Competencies

			DimCompGerenc (grouped)
Rho de Spearman	DimCompGerenc (grouped)	Correlation coefficient	1,000
		Sig. (bilateral)	.
		N	10
	affective	Correlation coefficient	0,615
		Sig. (bilateral)	0,058
		N	10
	cognitive	Correlation coefficient	0,435
		Sig. (bilateral)	0,209
		N	10
	behavioural	Correlation coefficient	0,175

		Sig. (bilateral)	0,629
		N	10

In this first approximation through Spearman's correlation coefficient, given that we are associating qualitative variables, it was identified according to the classification of Hernández et al. (2006) that the Human Talent Development indicators showed a medium positive correlation with the affective type indicators, a weak positive correlation with the cognitive type indicators and a very weak positive correlation with the behavioural type indicators.

Next, we proceeded to the analysis through factor analysis. This analysis made it possible to identify four dimensions (Affective Attitudes, Work Balance, Strategic, Personal Balance). These four dimensions explained 62% of the variations in the model (Table 2). In this order of magnitude, the correlation between the variable and the dimension factor is considered adequate in Social Science studies by some authors. As a result of the pilot study, four dimensions were grouped and named (affective attitudes, work balance, strategic, personal balance). The affective attitudes correspond to Organisational Commitment, while those named: work balance, strategic vision and personal balance were associated with People Management.

Table 2: Total variance explained

Component	Extraction sums of charges squared			Rotational sums of squared loads		
	Total	%	%	Total	%	%
		variance	Accumulated		variance	Accumulated
1	5,266	21,944	21,944	3,959	16,497	16,497
2	4,775	19,897	41,841	3,842	16,009	32,506
3	3,839	15,998	57,839	3,670	15,291	47,797
4	2,679	11,164	69,003	3,382	14,092	61,889
5	2,542	10,591	79,594	2,933	12,222	74,111
6	2,332	9,718	89,312	2,456	10,232	84,343
7	1,118	4,659	93,971	2,311	9,628	93,971
Extraction method: principal component analysis.						

Figure 1 presents the result for the Affective Attitudes dimension, which is fundamental for creating an attitude towards commitment. Here, the factor "development of continuous improvement strategies" showed a significant positive correlation, while for the factor "individual values impact on their optimal performance" its correlation was significantly negative. In the second case, a lower perception of individual values having an impact on the optimal functioning leads to the development of continuous improvement strategies, as well as to the evaluation of the behaviour of its members in terms of the level of commitment to the organisation.

When investigating the occupations, it was found that the following positions: administrative, chef, technical support and laundry had different degrees of the characteristics of developing continuous improvement strategies. While in the functions of the caretaker, bellboy, infrastructure maintenance, waiter, secretary and receptionist, the impact of the values on their optimal functioning was perceived with less intensity.

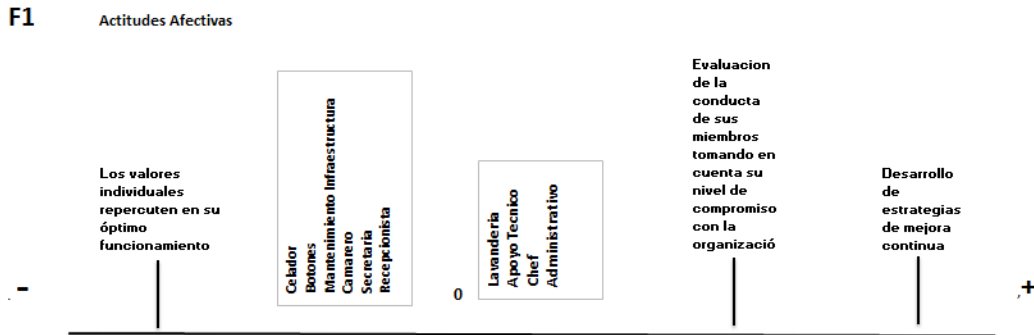


Figure 1: Affective Attitudes Dimension.

Regarding the dimension Work Balance, related to the Managerial Capability Personnel Management, the factors: "Personal management is normally assertive and accepts mistakes" and "Relationship of institutional values with personal values based on organisational guidelines" showed a positive correlation. In this dimension, the roles of: receptionist, bellhop, chef, administrative and infrastructure maintenance were perceived to have these characteristics to a greater extent. This is shown in Figure 2.

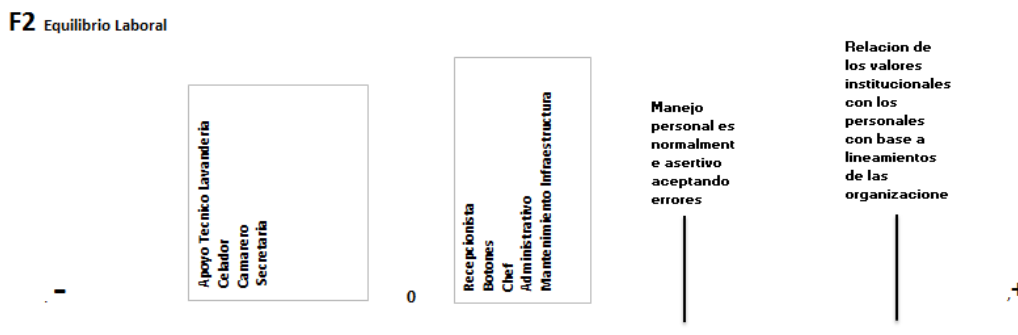


Figure 2: Labour Balance Dimension.

With regard to the strategic dimension, which is related to the Managerial Capability Personnel Management, it was found that the following functions were more likely to perceive the characteristics of the factor "Identification towards the actions of the organisation", while: waiter, laundry, receptionist, chef and infrastructure maintenance were more likely to identify the factor "Reject actions of subordinates that are outside the institutional policy provisions" (See Figure 3).

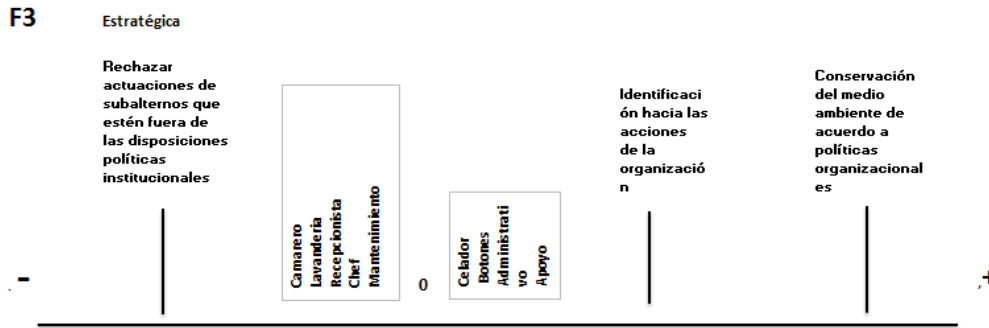


Figure 3: Strategic Dimension.

With regard to the Personal Balance dimension associated with the Managerial Capability Personnel Management, Figure 4 shows that the factors: "Relationship of institutional values with personal values based on organisational guidelines" and "Personal management is normally assertive and accepts mistakes" presented a high positive correlation. Figure 4 shows that the positions of: "Orderly, secretary, laundry and infrastructure maintenance" identified the presence of these factors to a greater extent, while: "Technical support, administrative, receptionist, waiter, chef and bellboy" were perceived to a lesser extent.

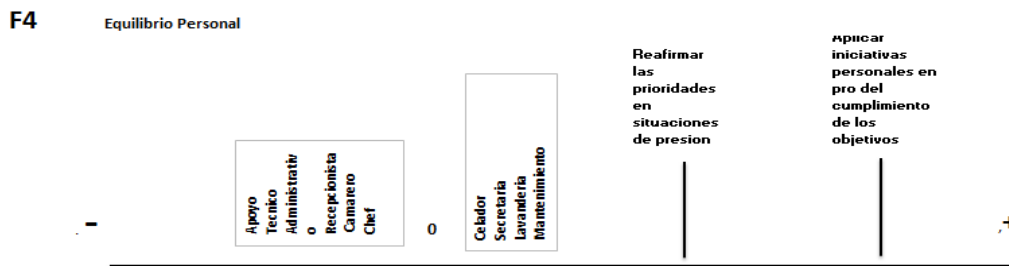


Figure 4: Personal Balance Dimension.

Finally, the relationship between the indicators of the Managerial Competence Personnel Management and the indicators grouped in the dimension Affective Attitudes (Organisational Commitment) was determined (Table 3). A positive correlation was recognised between the variables studied, with the exception of the staff evaluation factor with respect to their level of commitment.

A correlation of 0.677 with a p-value of 0.031 was found between the Managerial Competence Personnel Management and the indicator grouping the cognitive variables. A positive average relationship was also found with the factor "the concordance between individual values has an impact on their optimal functioning" of 0.486, although this was not statistically significant (p-value=0.154).

Table 3: Correlation between Affective Attitudes (Organisational Commitment) and Managerial Competence People Management.

Indicator	Measure	Result
	CompGerencAgrupFactores	
Affective	Correlation coefficient	0,135
	Sig. (bilateral)	0,710
Cognitive	Correlation coefficient	0,677*
	Sig. (bilateral)	0,031
Behavioural	Correlation coefficient	0,313
	Sig. (bilateral)	0,378
The match between individual values has an impact on their optimal functioning	Correlation coefficient	0,486
	Sig. (bilateral)	0,154
Organisations evaluate the behaviour of their members taking into account their level of commitment to the organisation	Correlation coefficient	-0,381
	Sig. (bilateral)	0,278
Develops strategies for continuous improvement in their area	Correlation coefficient	-0,160
	Sig. (bilateral)	0,659

Conclusions

Once the study related to personnel management and the attitude towards organisational commitment in companies in the hotel sector in Cúcuta Colombia has been completed, the following preliminary conclusions can be presented. After analysing the results of the fieldwork, four dimensions were identified through factor analysis: affective attitudes, work balance, strategic dimension and personal balance. These four dimensions accounted for 62% of the variations in the model. For some authors, this magnitude of the correlation between the variable and the dimension factor is considered adequate for social science studies.

A dimension related to organisational commitment factors was grouped together and named "affective attitudes". This is fundamental to creating an attitude towards commitment and three dimensions related to Managerial Capability Personnel Management. It was found that Managerial Capability Personnel Management and the Affective dimension (Organisational Commitment) showed a weak positive correlation. The correlation identified in the preliminary research could be influenced by the size of the sample.

The relationship between the indicators of the Managerial Competence Personnel Management and the indicators grouped in the Affective Attitudes dimension showed that there is a statistically significant average positive correlation with the indicator grouping the cognitive variables. A positive average correlation was also identified with the factor "the concordance between individual values has an impact on their optimal functioning" although it was not considered statistically significant.

A weak negative correlation was identified in the hotel sector in Cúcuta when analysing the relationship between the factor "organisations evaluate the conduct of their members taking into account their level of commitment to the organisation" and personnel management. In other words, when a lower level of commitment is identified, the evaluation of the behaviour of its members increases. Preliminary results allow us to establish relationships between Personnel Management and Organisational Commitment in the hotel sector in Cúcuta. The findings can serve as an input to establish strategies focused on personnel, which could result in the optimisation of administrative management to achieve higher levels of competitiveness and focus on achieving the objectives established in the hotel sector in Cúcuta.

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