



Attitude Towards Commitment And Competencies In Human Resources Management

Julio Alfonso González-Mendoza¹, Jorge Sánchez-Molina², Henry Orlando Luna-Pereira³

¹ Universidad Francisco de Paula Santander, alfonsogonzalez@ufps.edu.co, <https://orcid.org/0000-0001-6329-3347>

² Universidad Francisco de Paula Santander, jorgesm@ufps.edu.co, <https://orcid.org/0000-0002-9080-8526>

³ Universidad Francisco de Paula Santander, henryorlandolp@ufps.edu.co, <https://orcid.org/0000-0003-2741-9170>

Hotel sector in Cúcuta Colombia.

APA Citation:

González-Mendoza, J.A., Sánchez-Molina, J., Luna-Pereira, H.O., (2022). , Attitude Towards Commitment And Competencies In Human Resources Management , *Journal of Language and Linguistic Studies*, 18(2), 1038-1048; 2022.

Submission Date: 10/02/2022

Acceptance Date: 15/04/2022

Abstract

The objective of the study is to associate the managerial competence of personnel management with the attitude toward organizational commitment in companies in the hotel sector in Cúcuta, Colombia. The approach used is positivist, with an explanatory level. The study sample for the preliminary study is intentional, with 50 workers in hotels in Cúcuta. The instrument used was a structured survey with a five-choice Likert scale. The method used was multivariate analysis applying factor analysis. As a result of the study, the factor analysis allowed the identification of four dimensions, which were called: affective attitudes, work balance, strategic dimension, and personal balance. These four dimensions explained 62% of the variations in the model. For some authors, this magnitude is considered adequate for social science studies. In addition, it is found that there is a correlation between the competencies of Personnel Management and Organizational Commitment in the hotel sector in Cúcuta. The findings serve as input to establish strategies focused on the personnel of the sector.

Keywords: managerial competency, personnel management, organizational commitment, hotel sector, factor analysis.

E-mail address : alfonsogonzalez@ufps.edu.co

INTRODUCTION

Nowadays the world is globalized and interconnected, the changes that take place, as well as the changing characteristics of the environment, demand a greater and better way to face them at the speed with which they happen. This requires the participation of qualified and prepared management, with a high degree of responsibility and skills that allow the organization to move and guide through an accurate path, where the goals are productive and attached to excellence.

The transformations experienced in modern society require adaptations in the individual from the personal, professional and occupational point of view, about the different mental and emotional paradigms. This implies special training that contributes to the daily activities in the workplace.

In this sense, García Arango (2004) points out that organizations are characterized by great changes and turbulent processes, which invite to renew the organizational structures that are still maintained, and thus find greater stability and competitive advantage to face the constant changes.

In the search for managerial excellence, it is necessary to possess the knowledge and skills to direct, lead and manage resources, in addition to having very specific skills that facilitate their execution. In this search, the manager must develop skills that allow him to achieve greater efficiency and effectiveness, through the influence of his leadership over all members of the work team, to generate synergy and contribute to the performance of the organization.

Some of these skills or competencies that can be highlighted are leadership, management skills, strategic thinking, problem-solving and human talent management. These competencies represent personal characteristics or behaviors that each employee brings 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 organized, sustained growth and investment in growth requires competent management with the ability to solve the problems and difficulties that may arise in its management. It is important to internalize that management alone cannot achieve these results; what is needed is a team willing to accept challenges and capable of assisting in the pursuit and achievement of the objectives that this important tourism-related sector has set for itself.

In this context, managerial competencies in human resources management and personnel motivation constitute a factor of success and differentiation in organizational competitiveness. Since the 1980s, several authors had already noted this premise, through empirical studies that demonstrated that human resource management in an organization is a key factor that provides a competitive advantage (Bonache, 2002. cited by Baque Cantos, 2014).

This research seeks to know how managerial competencies and the attitude towards organizational commitment can influence the management of hotel organizations, thus establishing the relationship between human resource management competencies and organizational commitment.

In the academic field, several researches deal with analyzing, through factor analysis the relationships between business management and human talent management through empirical evidence: Núñez Rojas and Díaz Castillo (2017) analyze the competency profile of executives in educational institutions, while Hernández Pérez (2010), establishes the competencies and intellectual skills of some organizational leaders.

The work follows the quantitative paradigm, the level of the research is exploratory, with a transactional and field design. A questionnaire of 24 Likert-type questions with five options structured in two dimensions was applied to fifty people related to the hotel sector in Cúcuta: a) attitude towards organizational commitment with three indicators: affective, cognitive and behavioral; b) competence in

personnel management with five indicators: ethical behavior, 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 to associate them with the factors and indicators that would make it possible to identify the degree of relationship existing between them.

This document has been structured in the following sections: introduction, theoretical references explaining the background of the constructs proposed, results found and conclusions.

THEORETICAL FRAMEWORK

The following are some studies with empirical evidence related to the attitude towards organizational commitment and competencies in personnel management.

Attitude towards Organizational Commitment

Probably the best-known theory about attitude is the one formulated by Katz and Scotland (1967) and updated by Krech and Crutchfield (1962), according to which an individual has a behavior of acceptance or rejection of a fact due to three fundamental factors: cognitive, affective and behavioral. The cognitive component refers to the set of beliefs held about the object or fact, based on the previous information that the individual has because others have told him/her about it or because he/she has obtained it directly. The more positive the information the more positive the attitude towards the fact or object and vice versa.

The affective component is the most important aspect in an attitude Fishbein (1965), and is formed by the pleasant or unpleasant experiences they have had. It is a process through association or condition of stimuli that have rewarding or punishing effects. If the experiences have been pleasant there will be a favorable predisposition or attitude, while if the experience has been unpleasant there will be an attitude of rejection.

The behavioral component of an attitude, according to Ruiz (2012), includes the act or behavior that an individual is likely to exhibit in the presence of certain stimuli. This component makes it possible to anticipate the behavior that an individual will show when confronted with the object of the attitude. Based on the above considerations, the theoretical line of teacher attitude was developed as a culturally learned disposition, more or less permanent in the individual, which is expressed in terms of beliefs, feelings and tendency to action, in a favorable, neutral or unfavorable sense, in the context of the research function.

Competencies in human resource management

Araújo Jaramillo (2018) found that the competencies of people development, teamwork and cooperation, management and leadership are competencies of the leaders of the organizations observed. Some critical factors that were observed are the feedback process, quality supervision, integration of work teams and tolerance of conflict. According to Araújo, these competencies are key in personnel management and need to be developed by those who have human resources management functions.

In the same sense, Leyva Carreras et al. (2017), studied the skills of executives of some small and medium-sized companies, to determine their influence on business competitiveness, finding to the extent that human resources management competencies are entrenched and are developed daily in the organizations these are more productive and generate added value to the customer that makes them to the organization more competitive, compared to their peers who do not have these practices. Baque Cantos (2014), for his part, studied organizational management trying to improve the performance of human talent in the hotel sector, concluding that it is possible to improve the performance of human talent by

strengthening the administrative factors, among which are the managerial competencies of the leaders of the organizations.

Currently, people with competencies that lead them to be agents of transformation and change are widely accepted by organizations. 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). That is, it is related to the cognitive dimension of the individual, which can influence his or her behavior in the organization. In this sense, Davenport (2008, cited in Castillo, 2012), proposes three characteristics in human capital that would allow it to develop its competencies, these are: capacity, behavior 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.

According to this approach, competencies can be related to a person's performance. In this sense, for Azuaje (2008), managerial competencies are the verifiable set of knowledge, attitudes, values and skills, with which satisfactory performance can be achieved, and evaluated according to established standards.

Finally, González Mendoza et al. (2022) point out that the main managerial competencies in the hotel sector have to do with 1) Self-administration; 2) Multiculturalism; 3) Strategic action; 4) Communication; 5) Teamwork; 6) Planning and management; 7) Creativity and innovation; 8) Use of information and communication technologies; and 9) Proactivity, so educational institutions and the government should promote these skills in their curricula to make the hotel sector world-class.

METHODOLOGY

The study has a positivist approach with the implementation of quantitative techniques. The research design was non-experimental descriptive. A survey was applied to fifty people related to the hotel sector in Cúcuta, with 24 Likert-type questions of five options structured in two dimensions: a) attitude towards organizational commitment with three indicators: affective, cognitive and behavioral; b) competence in personnel management with five indicators: ethical behavior, resilience, the balance of work demands, the balance of personal demands, personal development. Factor analysis was used to study the information. Once the variables were classified into dimensions of analysis, the occupations were placed according to the factorial scores to associate them with the factors and indicators that would make it possible to identify the degree of relationship existing between them.

RESULTS

The following are the results of the research based on the analysis of the information collected in the fieldwork. Table 1 presents the results of the correlation between the indicators of Organizational Commitment, which were identified as: affective, cognitive and behavioral. These were correlated with the variables grouped in Managerial Competencies for Personnel Management.

Table 1. Correlation between indicators of Human Talent Commitment and Competencies in Personnel Management

		Management Competencies
Affective	Spearman's Rho = ρ	0.615
	Significance = α	0.048

	Correlation exists	Si
Cognitivo	Spearman's Rho = ρ	0.435
	Significance = α	0.209
	Correlation exists	Si
Behavioral	Spearman's Rho = ρ	0.175
	Significance = α	0.329
	Correlation exists	Si

Source: Own elaboration

In this first approximation through Spearman's correlation coefficient, given that qualitative variables are being associated, it was identified according to the classification of Hernández Sampieri 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 behavioral type indicators.

The following analysis is presented through factor analysis. This analysis made it possible to identify four dimensions (Affective Attitudes, Work Balance, Strategic, and Personal Balance). These four dimensions were able to explain 62% of the variations of the model (Table 2).

Table 1. Total variance explained

Component	Extraction sums of squared loads			Rotational sums of squared loads		
	Total	% variance	% accumulated	Total	% of 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: a principal component analysis.

Source: Own elaboration

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 Organizational Commitment, while those named: work balance, strategic vision and personal balance were associated with Personnel Management.

Figure 1 shows the results for the Affective Attitudes dimension, which is fundamental for creating an attitude toward commitment. The factor “development of continuous improvement strategies” showed a significant positive correlation, while the factor “individual values have an impact on their optimal performance” showed a significant negative correlation. In the second case, a lower perception that individual values are having an impact on optimal performance leads to the development of continuous improvement strategies, as well as to the evaluation of the behavior of its members taking into account the level of commitment to the organization.

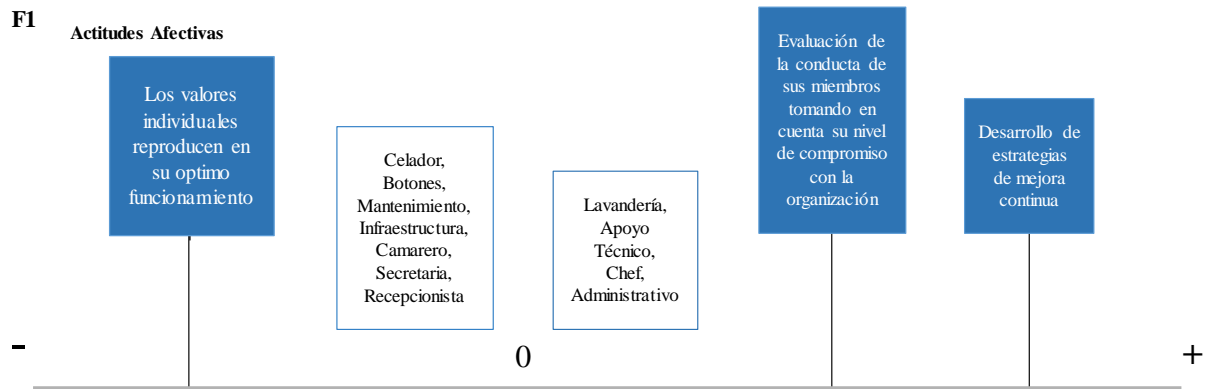


Figure 1. Affective Attitudes Dimension

Source: Own elaboration

Upon inquiring about the occupations, it was found that the following positions: administrative, chef, technical support and laundry presented in different degrees the characteristics of development of continuous improvement strategies. Meanwhile, in the functions of the orderly, bellhop, infrastructure maintenance, waiter, secretary and receptionist, the impact of the values on their optimal functioning was perceived with less intensity.

Regarding the dimension Labor Balance, related to the Managerial Capacity Personnel Management, the factors: “Personal management is normally assertive, accepting mistakes” and “Relationship of institutional values with personal values based on organizational guidelines” showed a positive correlation. In this dimension, the functions of: receptionist, bellboy, chef, administrative and infrastructure maintenance perceived the presence of these characteristics to a greater extent. This is shown in Figure 2.

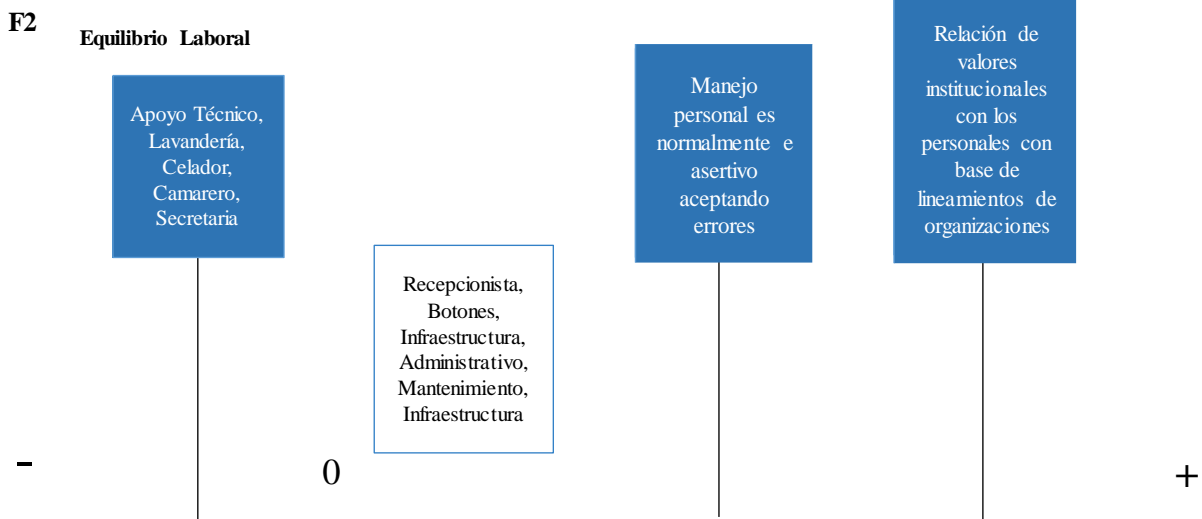


Figure 2. Labor Balance Dimension.

Source: Own elaboration

With regard to the strategic dimension, which is related to the Managerial Capability Personnel Management, it was found that the following functions: orderly, bellhop, administrative, technical support

and secretary, perceived to a greater degree the characteristics of the factor “Identification with the actions of the organization” while: waiter, laundry, receptionist, chef and infrastructure maintenance identified more the factor “Rejecting actions of subordinates that are outside the institutional policies”. See figure 3.

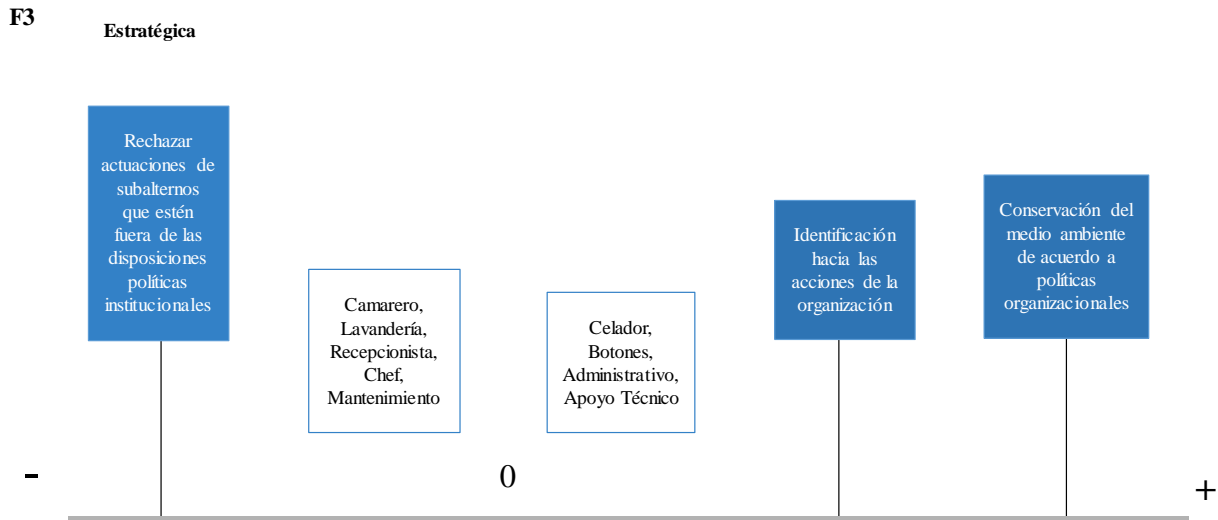


Figure 3. Strategic Dimension

Source: Own elaboration

Regarding 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 organizational guidelines” and “Personal management is normally assertive and accepts mistakes” presented a high positive correlation. Figure 4 shows that the following positions were identified to a greater extent as having the presence of these factors: supervisor, secretary, laundry and infrastructure maintenance, while technical support, administrative, receptionist, waiter, chef and bellhops were perceived to a lesser extent.

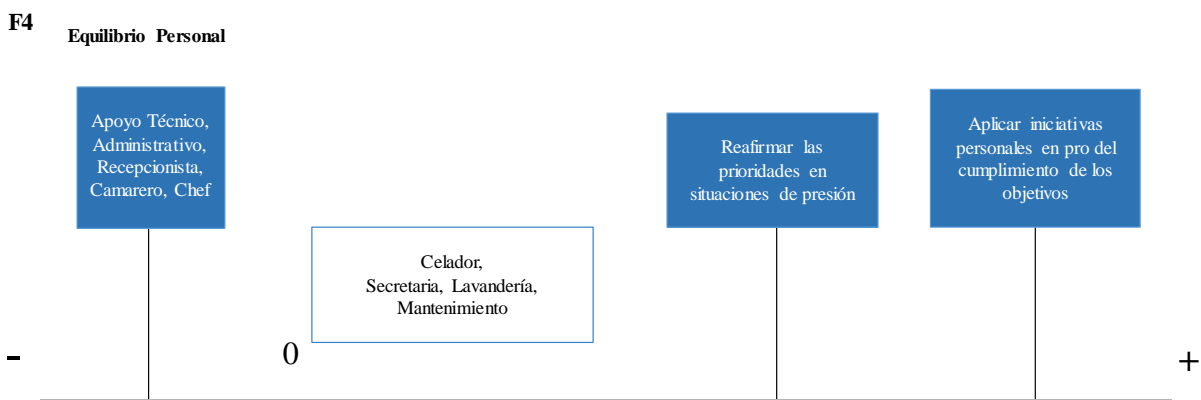


Figure 4. Personal Balance Dimension.

Source: Own elaboration

Finally, the relationship between the indicators of the Managerial Competence Personnel Management and the indicators grouped in the Affective Attitudes dimension (Organizational Commitment) was determined

(Table 3). A positive correlation was recognized between the variables studied, except for the personnel evaluation factor for 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 that grouped the cognitive variables. A positive average relationship was also found with the factor “concordance between individual values has an impact on their optimal performance” of 0.486, although it was not considered statistically significant (p-value=0.154).

Table 2. Correlation between Affective Attitudes (Organizational Commitment) and Management Competence Personnel Management.

Indicator	Measure	Result
Affective	CompGerencAgrupFactores	
	Spearman's Rho = ρ	.135
	Significance = α	.710
Cognitive	Spearman's Rho = ρ	.677*
	Significance = α	.031
Behavioral	Spearman's Rho = ρ	.313
	Significance = α	.378
Matching of the individual values has an impact on their optimal functioning.	Spearman's Rho = ρ	.486
	Significance = α	.154
Organizations evaluate the behavior of their members based on their level of commitment to the organization.	Spearman's Rho = ρ	-.381
	Significance = α	.278
Develops continuous improvement strategies in their area	Spearman's Rho = ρ	-.160
	Significance = α	.659

Conclusions

Once the study related to personnel management and attitude towards organizational commitment in the companies of the hotel sector in Cúcuta Colombia is concluded, the following preliminary conclusions are presented. After analyzing 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 that was related to the factors of organizational commitment was grouped, which was called “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 (Organizational Commitment) showed a weak positive correlation. The correlation identified in the preliminary research could be influenced by the sample size.

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. An average positive

relationship was also identified with the factor “the concordance between individual values has an impact on their optimum performance”, although it was not considered statistically significant.

A weak negative correlation was identified in the hotel sector in Cúcuta when analyzing the relationship between the factor “organizations evaluate the behavior of their members taking into account their level of commitment to the organization” and personnel management. In other words, when a lower level of commitment is identified, the evaluation of the behavior of its members increases. Preliminary results allow establishing relationships between Personnel Management and Organizational Commitment in the hotel sector in Cúcuta. The findings can serve as input to establish strategies focused on personnel, which could result in the optimization of administrative management to achieve higher levels of competitiveness and focus on the achievement of the objectives established in the hotel sector in Cúcuta.

References

- Araújo Jaramillo, L. I. (2018). Influencia de las competencias gerenciales sobre el clima organizacional en microempresas ubicadas en el Cantón Rumiñahui [Tesis de Maestría, Universidad Andina Simón Bolívar]. <http://repositorio.uasb.edu.ec/bitstream/10644/6392/1/T2733-MAE-Araujo-Influencia.pdf>
- Azuaje, E. (2008). Pensamiento gerencial de desarrollo. Universo Gerencial.
- Baque Cantos, M. A. (2014). Modelo de gestión organizacional orientado a la mejora del rendimiento del talento humano en las empresas hoteleras de la zona sur de la provincia de Manabí [Tesis Doctoral, Universidad privada Antenor Orrego]. https://repositorio.upao.edu.pe/bitstream/20.500.12759/798/1/BAQUE_MIGUEL_GESTI%C3%93N_ORIENTADO_EMPRESAS_HOTELERAS.pdf
- Batallas Rodríguez, G. O. y Araque Jaramillo, W. E. (2010). Propuesta de incorporación del enfoque de competencias en la gestión del talento humano del Ministerio de Economía y Finanzas [Tesis de Maestría, Instituto de Altos Estudios Nacionales]. <https://www.bibliotecasdelecuador.com/Record/ir-:24000-87>
- Bonache Pérez, J. y Cabrera Izquierdi, A. (2002). Dirección estratégica de personas: evidencias y perspectivas para el siglo XXI. Prentice Hall.
- Cristófani, M., González-Mendoza, J., & Velgel-Ortega, M. (2021). Reorganización Empresarial de la Industria Cerámica de Norte de Santander, ante el cierre de la frontera Colombo-venezolana. *Mundo Fesc*, 11(S4), 56-69.
- Dolan, S. L., Valle Cabrera, R., Jackson, S. E. y Schuler, R. S. (2007). *La Gestión de los Recursos Humanos*. Mc Graw Hill.
- Fishbein, M. (1965). *A considerations of believes, attitudes and their relationship*. Holt Inehart and Winston.
- García Arango, G. A. (2004). Bioética, emprendimiento e innovación en el contexto latinoamericano. *Revista Lasallista de Investigación*, 11(1), 110-118. <http://www.scielo.org.co/pdf/rlsi/v11n1/v11n1a14.pdf>
- Gómez Durán, L. (2014). Competencias y habilidades gerenciales que debe desarrollar un buen líder [Tesis de Maestría, Universidad Militar Nueva Granada]. <https://repository.unimilitar.edu.co/bitstream/handle/10654/11761/TRABAJO%20DE%20GRADO%20FINAL%20COMPETENCIAS%20Y%20HABILIDADES%20GERENCIALES.pdf;jsessionid=A8208D27A5FAF073F209540F8C3DDCC0?sequence=1>

- González Mendoza, A., Riaño, M. y Luna, H. (2022). Competencias Gerenciales de la industria hotelera de Cúcuta. Ecoe Ediciones.
- González, J. (2015). Innovación y tecnología, factores claves de competitividad empresarial. Una mirada desde lo local. *Lebret*(7), 103-124.
- González, J., Riaño, M., & Luna, H. (2022). Competencias gerenciales de la industria hotelera de Cúcuta. Bogotá: Ecoe Ediciones Limitada.
- González, J., Sánchez, J., & Cárdenas, M. (2022). Pensamiento estratégico y reconversión productiva de la Industria cerámica de Norte de Santander. Bogotá: Ecoe Ediciones Limitada.
- González, J., Sarabia, A., & Sánchez, J. (2022). Gerencia prospectiva. Sector cerámico artesanal de Norte de Santander. Bogotá: Ecoe Ediciones S.A.S.
- González-Mendoza, J. (2015). Nivel de innovación y tecnología del sector manufacturero en Norte de Santander, Colombia. *Cuadernos latinoamericanos de administración*, XI(20), 7-18.
- González-Mendoza, J., & Fonseca-Vigoya, M. (2016). Cadena de Valor Turismo de Salud del Área Metropolitana de Cúcuta. *Respuestas*, 21(1), 28-44.
- González-Mendoza, J., Avendaño-Castro, W., & Rueda-Vera, G. (2019). Perceptions of the Colombian business sector regarding its role in the post-conflict. *Cuadernos de Administración*, 35(64), 36-50.
- González-Mendoza, J., Cañizares-Arevalo, J., & Cárdenas-García, M. (2022). Decisión-making rationality, and human action. *Journal of Positive Psychology & Wellbeing*, 6(1), 3977-3991.
- González-Mendoza, J., Sánchez-Molina, J., & Cárdenas-García, M. (2022). Pensamiento estratégico y reestructuración industrial. *Desarrollo Gerencial*, 14(1), 1-20.
- Hernández Pérez, J. (2010). Perfil del Ejecutivo conforme a sus Competencias Gerenciales y Habilidades Intelectuales [Tesis Doctoral, Universidad Iberoamericana]. <http://ri.ibero.mx/handle/ibero/1150>
- Hernández Sampieri, R., Fernández Collado, C. y Baptista Lucio, M. P. (2006). Metodología de la investigación. McGraw-Hill.
- Katz, D. y Scotland, E. (1967). A preliminary statement to a theory of attitude structure and change. McGraw-Hill.
- Krech, D. y Crutchfield, R. (1962) Individual society. McGraw-Hill
- Leyva Carreras, A.B., Espejel Blanco, J.E. y Cavazos Arroyo, J. (2017). Habilidades gerenciales como estrategia de competitividad empresarial en las pequeñas y medianas empresas (Pymes). *Revista Perspectiva Empresarial*, 4(1), 7-22. <http://dx.doi.org/10.16967/rpe.v4n1a1>
- Núñez Rojas, N. y Díaz Castillo, D. (2017). Perfil por competencias gerenciales en directivos de instituciones educativas. *Estudios Pedagógicos*, 158(2), 237-252. www.redalyc.org/pdf/1735/173553865013.pdf
- Peña-Cáceres, O., González, J., & Vergel, M. (2020). Physical-technological change as a competitive factor in the clothing and footwear industry. *Journal of Physics: Conference Series*, 1674, 1-7.

- Riaño, M., Luna, H., & González, J. (2021). Productividad del valor agregado y estilos de liderazgo. Sector minero de Norte de Santander. *Revista Boletín Redipe*, 10(13), 549-560.
- Rojas, J., González, J., & Vergel, M. (2020). Control panels in human talent processes for professionals in physics in public organizations. *Journal of Physics: Conference Series*, 1645. 2-6.
- Ruiz, C. (2012) La actitud del docente universitario hacia el uso educativo del tic: conceptualización y medición. *Revista Paradigma*, 33(2), 1-15.
- Salazar, L., González, J., & Mogrovejo, J. (2022). Competitividad y toma de decisiones la perspectiva de un agente tomador de precio del sector energético colombiano. Bogotá: Ecoe Ediciones S.A.S.
- Sánchez, J., González, J., & Avendaño, W. (2019). El clúster cerámico. Apuesta de desarrollo socioeconómico de Norte de Santander. Bogotá: Ecoe Ediciones.
- Sánchez, J., Ramírez, R., & González, J. (2019). La Industria de los chircales artesanales del Área Metropolitana de Cúcuta. Bogotá: Ecoe Ediciones Limitada.
- Sarabia, A., Sánchez, J., & González, J. (2022). Análisis estratégico del sector de las artesanías cerámicas del Norte de Santander. Bogotá: Ecoe Ediciones S.A.S.
- Sarabia-Guarín, J., Sánchez-Molina, J., & González-Mendoza, J. (2020). Retos y tendencias del sector cerámico artesanal de Cúcuta y su área metropolitana. *Respuestas*, 24(2), 67-79.
- Spencer, L y Spencer, S. (1993). *Modelo de competencias*. John Wiley.
- Vergel-Ortega, M. R.-S., & González-Mendoza, J. (2020). Modelo estructural de correlación entre prácticas saludables y estrategia, en instituciones de salud de la frontera colombo-venezolana. *Aibi revista de investigación, administración e ingeniería*, 8(1), 69-75.