

MANAGEMENT OF HUMAN RESOURCES IN RESULTS OF THE SYSTEM OF THE MYPES OF THE TOURISM SECTOR⁴



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ABSTRACT

Micro and small enterprises (MSEs) are the economic agents with the greatest capacity to create employment in Latin America; however, they have low levels of productivity, the main cause of the high level of informality in the tourism sector. The purpose of the research was to determine the influence of human resources management on the results of the Mypes system under a quantitative approach, the type of study was basic with explanatory scope, as a non-experimental design, cross-sectional correlational causal. The information was collected through a survey using a questionnaire of technological profile of the Mypes, the sample consisted of 850 companies in Latin America with a non-probabilistic sampling. The results were obtained with the structural model of the asymptotic free distribution method, where it is concluded that Human Resources Management has a 100% influence on the results of the system. In this sense, human resources management is determined by the dimensions for a better relationship with the results of the system.

Key words: human resources management , system performance , MSEs .

Introduction

The tourism sector in the last decades has experienced a diversification, which turned it into an economic sector with great importance and expectations of global growth, having the possibility of creating jobs, increasing the market in which small and medium enterprises operate. Micro, small and medium enterprises are located in various economic sectors and the tourism sector is no exception. (Pérez & Flores, 2020).

As for Rodríguez & Murillo (2016) considered MYPES as one of the most relevant production sectors for emerging countries, because they contribute to the economy making it grow, generating wealth. Likewise, Núñez et al. (2017) referred about tourism and the conception it should have regarding the complex relationships they have and the feedback of its components. They also mentioned that as an economic activity, it is relevant because it establishes forms in the economy of a country, as well as the possibility of generating employment.

Currently Ramírez et al. (2018) stated that they see the process of human talent differently, which has turned it into an important and necessary variable for the achievements of companies. It is necessary to visualize talent management as an important strategy to be followed by each organization, strengthening its benefits, and seeking the development of people. It is said that the profitability of the Mypes is in the human talent, that is why it must be focused in such a way that the processes are established within a market and that these are the engine of the company, which will allow that the established achievements are fulfilled.

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Small and microenterprises constitute one of the most important emerging markets in the region due to their potential as generators of employment, sources of production and income, as awareness of their importance in the economies of the countries is currently growing. It is estimated that companies with ten or fewer workers will represent more than 80 percent of the total number of companies established in the Latin American region (ECLAC, 2019).

Companies are immersed in an economic system referenced by technological advances and communications, which are integrated by the market, society and culture. For this it is important that organizations have adequate strategies and human resources because they are the ones who will implement and improve these strategies (Medina et al., 2012).

In this regard Vera & Blanco (2019) mentioned that this talent management gives organizations the option to improve the performance of the people who work in them, so it is important to give strategies, tools to give a clear competitiveness in the globalization that is marked.

These processes as Ramirez et al. (2018) indicated should be on a continuous basis in a market economy. The advance in technology, and its diffusion results in market disruptions and convergences. Creating new markets that with its impact reach a scale of consumption and organizations are changing adapting to market dynamics.

This evolution affects the economic system and includes the process of integration and globalization, causing companies to restructure in order to maintain their status in the market (Mejia et al., 2018). When referring to the tourism sector, it relates it to a competitive sector, with the purpose of satisfying its customers, that is why these companies in this area have been in the need to adapt, with strategies and marketing plans from new technology, with various means of communication in order to maintain communication with their customers (Carpio et al., 2019).

It talks about the informality that characterizes the Mypes, especially in the area of human talent management, although this is key to the performance of the activities of the companies, however, many of them do not have a structure and resources in which they can develop (Torres et al., 2020).

For Murillo et al. (2019) referred to small and medium-sized companies, they mention that they have a tendency to new approaches which are globally inserted which is exigible to the appropriation of practices in a corporate social responsibility procedure, which is important for those businesses to become new ways to manage.

That is why for Casanueva (2019) indicated that the Mypes face various challenges, and that in many cases cause them to prioritize commercial goals, and leaving in the background the selection and recruitment of personnel, so in many cases it is possible that in many cases there are not enough human resources to be able to implement and develop their own human resources office that in many cases is the same staff or a manager who assumes that function, demonstrating little efficiency and effectiveness in these activities.

However, for Avolio et al. (2013), MYPES indicate that this type of enterprise faces many obstacles and that in many cases they tend to disappear, especially in developed countries. In Peru, statistics from the National Directorate of the Ministry of Labor and Employment Promotion (MTPE), referring to micro and small enterprises, show that the participation of MSEs in the GDP has been 42% and they have represented 98% of the total number of enterprises in Peru (MTPE, 2007) and 80.96% of the economically active population (MTPE, 2005).

According to Tello (2014), he considered that informality is the main problem of small and medium-sized enterprises, according to the Ministry of Production, 58.2% employ a maximum of 100 workers and these are informal. Herrera (2011) mentioned that in Peru, since 1970, legislation has been in place to encourage the promotion of SMEs, which are considered as agents with a logic, culture, based on an entrepreneurial spirit, which over time continues this legislation. Thus, we can take into account the Law of the Small Business of the Private Sector (1976), which gives a definition of the small business that is based on its income sold, setting developments and a preferential tax system.

The theoretical approach to human resources management is found within the strategy, which is based on the resources of the institution, giving importance to the internal structures of the institutions, to formulate and develop the strategy of the organizations Penrose (1959, cited by Rugman & Verbeke, 2002), creates the founda-

tions of the theory and describes the processes through which a company grows, conceptualizes the firm or the company as a set of productive resources with administrative organization.

For Solano & Smith (2017) when referring to human resources, they relate it to personnel selection procedures, which implies a responsibility to make rational and objective decisions. In the selection of personnel it is important that organizations define the description and analysis of the position with which vacancies can be searched in a better way, this from an adequate human resources management (Torres, 2018). When it comes to personnel selection processes, human talent areas are dedicated to ensuring that workers are in welcoming environments and prone to efficiency, seeking to satisfy them jointly, to find staff this should be given from an adequate recruitment and selection system of skills so that people in a suitable position are detected correctly (Castillo et al., 2019).

People development is another dimension that should be taken into account as personal development to people who are focused on themselves and seek the common good, only differentiating themselves from their values and principles, the way they see the social reality and social orientation (Navarro et al., 2017). According to Vera (2016) it is important to generate a development of quality human capital, which is capable of adapting to a labor market that is becoming more demanding and changing every day. This will force companies to develop strategies to improve their socioemotional skills in order to help them adapt to the constantly changing labor market.

System results according to Abrego et al. (2017) the results allow efficiency to be measured, confirming a framework that deduces success or effectiveness, recognizing that the quality variables are characteristic from the user's perceptive point of view, mostly achieving a positive impact on individual and organizational performances. According to Salas (2017) defined as the concretization of the objective distinguishing quantitatively. The results are related to effectiveness and efficiency, resolving conflicts in the organization, improving quality, optimizing costs and establishing an internal control system.

The theoretical approach to the variable results of the Mypes system of the tourism sector is centered on the theory of development, which is understood as the process of changes in a society towards the growth of populations from rural areas to other urban, industrialized areas, considering slow or stationary population growth (Miller, 2002).

atisfaction with the company as a dimension of the system result for Meza (2017) the performance of people working in a company will correspond to the behavior of each company, where the individual characteristics of each job are well marked, as well as professional development, which influences job satisfaction directly, and derives from the vision and attitude offered in each job, which should be given importance by those responsible for each area, which will help to increase job satisfaction, which seeks to motivate the performance of each of the workers.

Likewise, the competitive advantage according to Arellano (2017) defines as the characteristic that a company has and that differentiates itself from others, having the possibility of maintaining itself and that is superior to its competition and that is possible to be applied to various market situations. Likewise, the competitive advantage from the fact that companies have responsible social practices that in turn cover the needs of employees, users or consumers with the purpose that the owners obtain the best possible performance.

For Barahona and Calderón (2017) it means that automating sales will help companies to rationalize and be based on customers, making it professional, efficient and purely service-oriented. Currently when referring to the field of sales, these should always be related to innovation issues, with which a value is created to the company, because it improves the efficiency of operations, which gives it a competitive advantage from strategies in which products, services are differentiated, aiming to keep their customers (Córdoba & Naranjo, 2017).

Materials and methods

The research approach was quantitative, it was carried out under the hypothetical-deductive method, with a non-experimental, cross-sectional and correlational-causal design, only how the human resources management variables behaved in the results of the system in the Mypes of Tourism were observed; for such effect it is non-experimental because the variables interaction in virtual environments of teaching learning and cooperative learning are not manipulated, that is, their spontaneous behavior and reactions in their natural environment are observed (Hernández -Sampieri and Mendoza, 2018); it is also transversal because the data were collected by

applying the instruments at a single moment (Hernández-Sampieri and Mendoza, 2018), on the other hand, it is correlational-causal because it seeks to determine the relationship between the variables in terms of the cause-effect relationship.

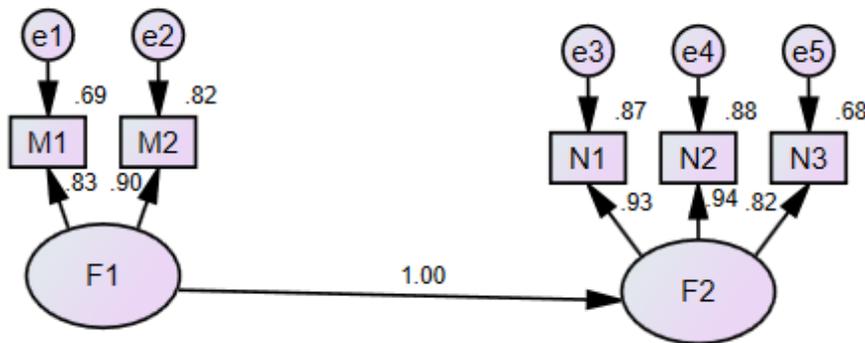
According to Hernández-Sampieri and Mendoza (2018) consider the population to be a group that has the same characteristics, qualities or particularities established in the same space or place. In the present study the population was made up of the Mypes of the tourism sector in the countries of Mexico, Colombia, Argentina, Peru and Ecuador of 2759 Mypes. On the other hand, the sample is considered a representative part of the total study population to which the two data collection instruments were applied, which was selected in a non-probabilistic manner to 850 small and medium-sized enterprises in the Latin American countries.

For the present research, the survey was used as a technique, it is a procedure in which an instrument is applied to collect data from the sample as an instrument the questionnaire of Technological profile of micro and small enterprises in Latin America. Aguilar et al. (2018) with 12 items for human resources management and 17 items for system results, a reliability of 0.907 (Cronbach's Alpha) was obtained for the human resources management variable, with 12 items; and a reliability of 0.905 (Cronbach's Alpha) for the system results variable, with 17 items, allowing to conclude that the instrument applied in the pilot test has a high level of reliability, so it allows to accurately measure the dimensions of each variable of the study.

Results

Figure 1

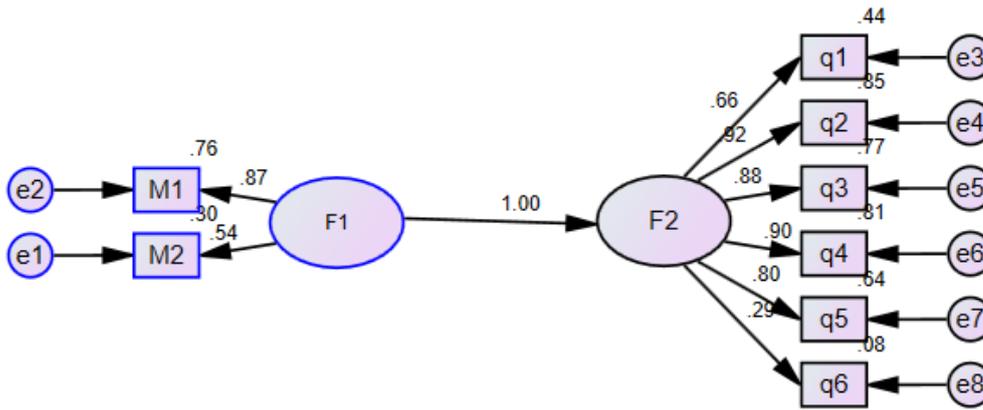
Standardized coefficients structural model of the influence of human resource management on system performance.



The human resource management dimensions are explained in a unifactorial manner, with positive and high standardized factor loadings of 0.904 and 0.830 respectively. Likewise, the three dimensions of system results are explained in a unifactorial manner, with positive and very high standardized factor loadings of 0.935, 0.939 and 0.830 respectively.

Figure 2

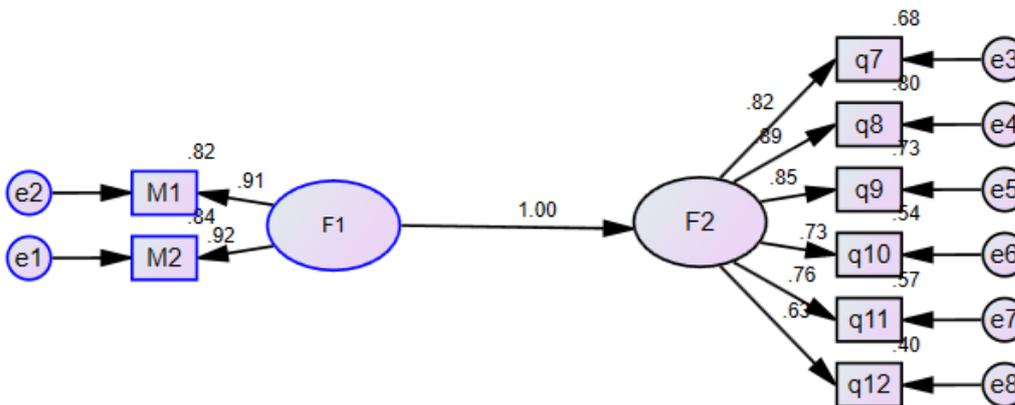
Standardized coefficients structural model of the influence of human resource management on the satisfaction with the company dimension.



The two dimensions corresponding to human resource management explain the satisfaction with the company dimension in a unifactorial manner, with positive and high standardized factor loadings of 0.871 and moderate of 0.545 respectively. The six items of the satisfaction with the company dimension explain the variable in a unifactorial manner, with positive and moderate standardized factor loadings of 0.664; high of 0.924; 0.880; 0.898; 0.800 and low of 0.291 respectively, showing direct relationships between the errors from item 4 to item 6.

Figure 3

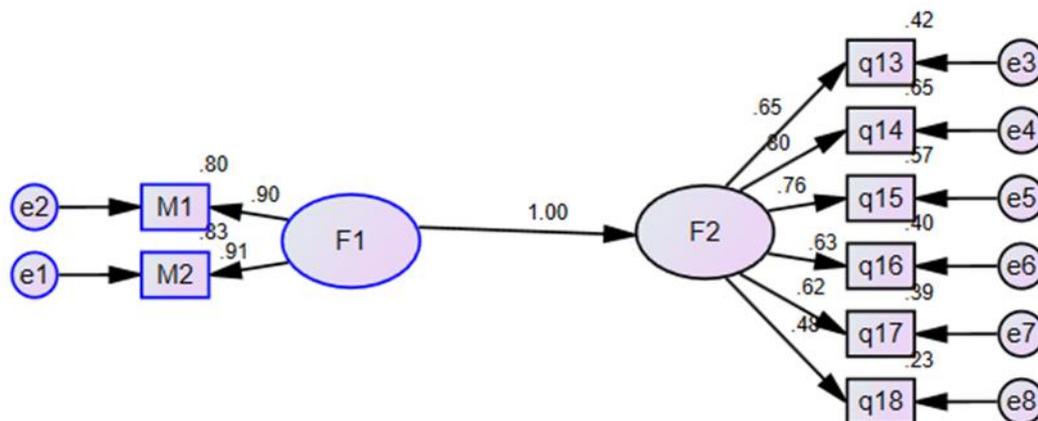
Standardized coefficients structural model of the influence of human resource management on the competitive advantage dimension.



The two dimensions corresponding to human resource management explain the competitive advantage dimension in a unifactorial manner, with positive and high standardized factor loadings of 0.908 and 0.917 respectively. The six items of the competitive advantage dimension explain the variable in a unifactorial manner, with positive and high standardized factor loadings of 0.823; 0.895; 0.852; 0.733; 0.756 and 0.634 respectively, showing direct relationships between the errors of items 7, 8, 9, 10 and 11 indicating that there is something direct in common that unites the indicators.

Figure 4

Standardized coefficients of the structural model of the influence of human resources management on the sales environment dimension.



The two dimensions corresponding to human resource management explain the sales environment dimension in a unifactorial manner, with positive and high standardized factor loadings of 0.895 and 0.911, respectively. The six items of the sales environment dimension explain the variable in a unifactorial manner, with positive and high standardized factor loadings of 0.895; 0.804; and moderate with .649, .756, .630, .621 and .479 respectively, with direct relationships between the errors of items 13 to 18.

Discussion

For the study entitled human resource management in system outcomes of Latin American tourism sector MSEs, strategic human resource management (SHRM) is increasingly focused on the performance effects of human resource (HR) systems rather than individual HR practices (Boone et al., 2019).

According to Osio (2017) is the administrative tool for which formalizes the work makes it viable and implements it within a perception that must be underpinned the requirements and demands presented in the work organization. In addition, as for Gabriela & Dabos (2017) mentioned about the strategic management of human resources and defines it from the organizational theory, which is focused from the systems of human resources management and how it impacts on the performance of each organization.

In the same line Barroso Martínez et al. (2020) stated that human resources in family businesses are not professionalized management, there is no training plan, training on management to run a company for family workers and there is an informality not having clear the importance of training as an essential pillar within human resources policies.

Human resources as a competitive source, related to heterogeneous production factors, relying on approaches to each type of people, considering that the human element is the innate ability of each person to learn (Sánchez & Herrera, 2016). Likewise, Loera & Salazar (2017) when referring to human resources management, relates it to the planning and control of these resources, which will ensure that the needs of people are met so that they can achieve the objectives of the organization. With which it seeks to build an adequate system to prioritize what to satisfy its workers with respect to their labor needs.

On sustainable development Ehnert (2009), stated that it can be treated as the ability to develop at different levels of society, organization and individual. It is essential to develop resources that could be important in the future, and one of these resources can certainly be defined as human resources.

According to Meza (2017) the performance of people working in a company will correspond to the behavior of each company, where the individual characteristics of each job are well marked, as well as professional development, which influences job satisfaction directly, and which derives from the vision and attitude offered in each job, which should be given importance by those responsible for each area, which will help to increase job satisfaction, which seeks to motivate the performance of each of the workers.

Personal development to people who are self-centered and who seek the common good, only differentiating themselves based on their values and principles, the way they view social reality and social orientation (Navarro et al., 2017).

Job satisfaction is such a crucial factor in organizational behavior. However, it is important to emphasize that the relationship between job satisfaction and organizational performance or organizational success is far from simple and straightforward (Bakotik, 2016).

Jiménez et al. (2016) defined competitive advantage based on the fact that companies have responsible social practices that in turn meet the needs of employees, users or consumers in order for the owners to obtain the best possible performance. With the emergence of organizational practices that sought to improve the image of organizations before their customers, the issue of competitiveness arises to help strengthen the position that each company wants within the market.

According to Cordoba & Naranjo (2017) indicated at present when referring to the field of sales, these should always be related to innovation issues, with which a value is created to the company, because it improves the efficiency of operations, which gives it a competitive advantage from strategies in which products, services are differentiated, aiming to keep its customers.

Regarding sales management, it is related to administrative processes, where there are strategies, which are developed in various areas of each company, linking with the marketing of products or services, allowing it to develop and comply with a sales procedure that are useful for the company with the purpose of meeting the proposed objectives and goals (Diaz et al., 2019). The findings show that a company's sales strategy is related to market performance and affects the sales performance of the salesperson both directly and indirectly. Furthermore, the results show that each dimension of sales strategy affects salesperson performance in a unique way (Terho et al., 2015).

Conclusions

Tourism contributes to local and regional sustainable development, helps in the conservation of the environmental heritage, whose activity is to provide services, requires investments in material, financial and human resources to meet the high demand of the sector and the competencies that must be developed to achieve the levels of satisfaction demanded by customers.

Human resources management must be formalized in the tourism sector in the training, education and selection of personnel to test leadership skills, teamwork, communication and exchange of experiences in order to implement innovative projects and obtain competitive advantages in the Mypes.

Sustainability seen as a new approach to human resource development in the tourism sector. Sustainable development can be considered at different levels: social, organizational and individual. Sustainable human resource development leads to broader organizational and societal development. Different family groupings such as tourism companies, governments, public institutions, educational institutions and international organizations are involved in sustainable human resource development in the tourism sector. Inter-organizational collaboration can contribute to sustainable human resource development in the tourism sector. The employee contributes to the development of an organization, where the development of an organization's employees contributes to the development of a society.

The results of the system as the direct impact can be positive or negative from the point of view of the client of the service provided, therefore the human component is necessary to reach optimal levels of production in the tourism sector. The Mypes present structural limitations and disincentives to do it much informality that leads to low levels of productivity and this leads to failure.

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