

Quality of service in hotel companies, based on continuous improvement and human talent management

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Abstract

The objective of the research was to determine the relationship between continuous improvement and human talent management in hotel companies in the province of Chincha in Peru. The study is an applied, quantitative approach, experimental design, cross-sectional, correlational level, the population consisted of 638 employees of hotel companies in the province of Chincha, Ica region in Peru; registered in the database of the local government, the survey technique and the questionnaire instrument were used. The results obtained indicated that continuous improvement requires the formulation and application of strategies, processes, innovation, implementation and updating of business management tools, given that organisations are constantly changing, with human potential being the most important resource in a company. It was concluded that there is a direct and significant relationship between continuous improvement and human talent management in hotel companies in the province of Chincha, Peru.

Keywords: Hotel Company, continuous improvement, management, human talent.

1. Introduction

Tourism activity is a generator of economic movement, which includes the activities that people carry out during their trips and stays outside their usual environment for leisure, recreation and business purposes, where the provision of services that tourists require for their stay is predominant. For this reason, hotel companies play a fundamental role in the tourism system chain, because it allows tourists to stay overnight and obtain different services to satisfy their needs. In the hotel business, management plays an important role in developing efficient processes to provide a satisfactory outcome for guests. The experience of a tourist is not always related to the same way of thinking of all people, it is enough that one of these attributes fails, for the experience of that guest to be negative for a company. Therefore, it is important to conceptualise continuous improvement and human talent management in hotel organisations.

Semuel et al. (2017) refer that technology has allowed the entry of new competitors offering new products and services in the market, the responsibility falls on the leader and follow with the success or failure of the organisation, forming a culture of innovation in the flexibility and speed of the process, understanding the needs

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of staff and customers [1]. In this regard Rodríguez et al. (2020) express that globalisation and competitiveness are critical issues when addressing human resources management, as the social and business environment are increasingly aware of the importance of having employees with excellent skills to achieve success. Workers are a valuable potential for organisations, becoming a scarce resource to attract, train and retain [2].

In the international context, Benavides (2019) argues that the hotel sector in the city of Tulcán does not measure the level of quality offered, nor does it analyse and determine the quality of service, where managers do not evaluate improvements when providing these services [3]. However, Venegas (2020) mentions that in Ecuador the tourism sector has developed in companies that have been forced to continuous improvement [4]. In the Peruvian context according to T News (2019) in the international conference, it was stated that in the year 2019 in the period, between January and May, the arrival of tourists to Peru was on the rise of 1 823 536, where it highlights the increase of 2.4% to the previous year being an increase of 42 446 international tourists, these figures tell us the progress of the sector, this committed the need to provide services of high standards, demonstrating a competent image and higher quality value [5].

In the institutional context, studies show deficiencies in hotel companies such as: lack of planning, ineffective process management, administrators and managers who do not trust their staff, lack of response capacity, lack of staff development for the development of the different areas, which requires a change of paradigm and conceptualisation. Blagaun (2020) in his study orients, the search for tools for quality management, with motivation and active involvement in the human factor in the processes of continuous improvement, with the aim of increasing productive efficiency, which generate significant gains for the company. In methods of processes and activities that involve a model of strategy of importance with competitive advantages over other companies [6]. In the context of the Ica region, being the second most visited tourist area in the country due to its tourist attractions, the study proposes to determine what is the relationship between continuous improvement and human talent management in hotel companies in the province of Chincha, in the Ica region, Peru, specifying the levels of quality of care of employees in their hotel work.

Nowadays, in a more dynamic scenario, clients are up-to-date, knowledgeable and demanding in receiving good attention and a service with high quality standards; therefore, hotel companies must be prepared to offer a superior service, increasing the expectations of clients, framed in total quality, excellence in processes and established sequences to obtain a solid quality, based on permanent continuous improvement. Human talent management plays a preponderant role in the administration of personnel in the attraction, incorporation, training and retention of human talent based on the principles of communication and teamwork.

Continuous improvement is the execution of processes to bring a satisfactory product, in this regard EcuRed (2019) argues that the beginnings of the study of quality was born in the United States in 1931 before the Second World War, by Walter Andrew Shewhart, with his book *Bell Laboratories* that conceptualizes the economic control of the quality of the manufactured product, emphasising the importance of the statistical control in the processes with industrial purposes, executing improvement of the terms of costs and benefits for the production and decrease of the errors, it is so 1939, the description of the statistical control of quality in the processes, became valuable industrial studies [7].

Thus Imai (1989) in the late 1940s organised the relevant subcommittee on quality control JUSE, where the Keizen philosophy started to develop, defining improvement as the key to change, with the power of success for competitive companies; the development of internal and external organisation with main strategies, starting to replace traditional product inspection [8].

Already in 1950 the JUSE subcommittee gave the start of publishing journals such as *Statistical Quality Control*. Then in July 1950 William Edwards Deming was invited to Japan to speak at seminars on quality control. Deming made more consecutive visits to Japan for his valuable talks, lectures where he developed the tool called the Deming Cycle or Deming Wheel, the importance of constant production, research and design for the improvement of services. Deming caused great attributes in Japan, he focused on improving the management of companies, paying attention to quality improvement. It is worth noting that Deming built on Shewhart's idea, demonstrating great results of improvement in the economy with success. In July 1954, Joseph Juran was called to Japan to conduct seminars on the subcommittee, noting that it began to highlight the perspective on management for improvement, verifying process standards as quality control was a reflection of the management tool of Kaizen. Consequently, in 1956, a course on quality control in actions and projects was developed for the country by Japan Shortwave radio[8].

Deming (1989) argues that continuous improvement is the procedure and method, aimed at customer satisfaction [9]. On the other hand, Oliveira & Fernandez (2017) define continuous improvement in competitive and critical skills in organisations, they are process knowledge for success and sustain competitiveness [10]. Likewise, Zambrano & Almeida (2018) base on actions or consecutive tasks with the role of minimizing errors

in the activity, being important in the quality of life of workers and customers, with the purpose of being a competitive company for its enhancement in the market, therefore workers are paramount to achieve that goal and strategic objective for growth and organizational expansion and customer satisfaction [11].

Segarra et al. (2018) defines planning as the process of sequences that allows working from objectives that is motivated to direct actions in the communication process for the determination of agreements attaching synergy, being an important tool that helps organisations, determining in advance what will be the objectives to be developed and what must be done to be able to fulfil them, therefore, it is a design to act in the present and future [12].

Hiriyappa (2018) mentions that leaders are types of people of guides to others, it is the process where it influences to be able to achieve objectives, goals and lead the organisation, taking into account in people with beliefs, values, ethics, motivation, skills, overcoming, empathetic, etc. What makes important to a driver the characteristics to cope with a group of people is the strategy that develops to obtain results with that group in charge [13]. Barrios et al. (2019) defines that the processes consist of the creation of teams for the development of activities, each person must identify their objectives to continue with the sequence, this implies that they carry a supervisory control over the activities to avoid mishaps at the end of the process, with an influential factor that will be the customers expected in the service [14].

Companies are responsible for strengthening the development of people's talents in order to generate continuous improvement strategies, as well as the communication and relationship between managers and the company's staff, in this way teamwork is achieved. Medina & Avila (2002) point to modern management starting in the primitive era in 1769, where James Watt Boulton created the steam engine and Jaime Hergreaves the spinning machine, contributing to the beginnings of the industrial revolution [15]. Meanwhile in his study Armas et al. (2017) indicate that in the twentieth century the industrial revolution, obtained main representatives focusing on the purpose of the American Frederick Winslow Taylor named as the founder of the movement of the scientific organization of work, based on management and higher performance for organizations [16].

Calle et al. (2018) argue that it all started in the 20th century, influenced by the industrial revolution where organisations and people did not relate to each other and there were conflicts, they were concerned individually, therefore the first evolution in the area of industrial relations arose with the aim of developing capital and labour, despite individual dependencies; in 1950 it was changed to personnel administration as the purpose was the management of human talent applied under the legal rules of that time; Therefore in 1960 it was not based on labour legislations, it was already the concern for people as important for the organisational and business development, as the living resource that will allow them to evade challenges and competences; then in 1970 started the development on human resources management this allowed to understand that people are essential in the organisation, being so important, where managers highlight the staff as key for the development; 1980 is already called as administrative areas where people were the main attraction in companies meaning the concern for it, culminating in the 1990s began to be constant attention to staff as the key to economic and competitive performance [17].

Therefore, at the beginning of the 21st century, managing people has become an absolute, so it emerged to call resources as people with talent, intelligence, being active, proactive, showing unique and differentiated competences where they are able to make decisions capable of solving problems [17]. Chiavenato (2009) points out that human talent management is referred to as practices of indispensable actions and importance for management in relation to people, monitored in recruitment and selection, then in training, involving remuneration as a primary motivator for performance [18].

Aguilera et al. (2019) refer that managers want to be economically successful, where success is found from the importance of recruiting and selecting the right people who are capable, then it is the function of training, assisting, training and managing a participatory work environment[19]. It has the contribution of Ibáñez (2019) who points out that, it is the total compensation, where the company supplies the entire organization by rewarding each staff for their collaboration in the company, the motivating elements being economic or non-economic, motivating words, incentives, supports, where the same are additive for them, and commitment is needed on the part of workers [20].

Godínez & Hernández (2018) point out that developing people focuses on the organization, learning, implementing, developing knowledge, discovering more of them where it will be a constant process continuously improving their activities; that in this process they feel able to face the problems that arise, looking for ideas, alternatives and solutions this will allow a change and growth of training in the course of the process of activities taking into account the experience achieved through trainings[21].

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The research proves that quality influences continuous improvement and is related to the management of human talent, directed from the administrative part, where it promotes the importance of continuing to innovate, because if the company does not have adequate human resources the company simply cannot offer quality of service, specifying as a relevant factor the management of human talent in the activities; This gives mention of commitment by the entire organisation that these share the same mission, vision and goals, embodied to achieve these objectives; because you can not talk about continuous improvement when the organisation of processes is not focused and I can not talk about human talent management when you do not know how to manage (Ramos et al. , 2018)[22]. The implementation of the procedure for continuous improvement is the human talent management that allows an improvement in the quality of service, with integration of economic and social elements (Gemar et al., 2019)[23].

2. Method

The technique developed was the survey as a tool for the procedure of collecting informative data, leading to the results [24] and the instrument was the questionnaire, being a support tool to achieve the purpose of the study with a total of 20 closed questions on a Likert scale [25]. The population is the whole of the universe to be investigated in this research and was made up of 638 employees of hotel companies in the province of Chincha, Ica region in Peru; according to the database of the Provincial Municipality of Chincha [26]. The sample belongs to a subgroup of the population where the probability sample was considered, given that everyone has the same possibility of being part of the sample, and was made up of 80 employees of three-star hotel companies [27].

The hypothetical-deductive method was used in the research, which is based on testing hypotheses, establishing whether they are true or false [25]. Quantitative approach because the process of employing data collection through the hypothesis to be tested and measured in numerical using statistical analysis [26]. Applied type because it solves practical and concrete problems of companies, thus developing findings, solutions and discoveries [28]. Non-experimental design because it is a research without manipulation of the variables that compose it, nor alteration of each other, cross-sectional because the recruitment of data for the results was sought only once and at a certain time, in order to describe and analyse the variables [26], framed at the correlational level and cross-sectional.

3. Results

The results found after data collection are shown below, noting the degree of relationship of the variables and their dimensions.

Table 1. Level of relationship of the continuous improvement and human talent management variables

			Continuous Improvement	Human talent management
Spearman's Rho	Continuous Improvement	Correlation coefficient	1,000	,934**
		Sig. (bilateral)	.	,000
		N	80	80
	Human talent management	Correlation coefficient	,934**	1,000
		Sig. (bilateral)	,0020	.
		N	80	80

Table 2. Relationship between the continuous improvement variable and the staffing dimension

			Continuous Improvement	Bringing people on board
Spearman's Rho	Continuous Improvement	Correlation coefficient	1,000	,223*

	Sig. (bilateral)	.	,047
	N	80	80
Bringing people on board	Correlation coefficient	,223*	1,000
	Sig. (bilateral)	,047	.
	N	80	80

In table 2, the null hypothesis (H0) is rejected as the significance value is 0.47, therefore, it is < 0.05 and the specific hypothesis one is accepted, saying that there is a direct and significant relationship between continuous improvements and incorporating people in hotel companies.

Tabla 3. Relación entre la variable mejora continua y la dimensión recompensar a las personas

			Continuous Improvement	Rewarding people
Spearman's Rho	Continuous Improvement	Correlation coefficient	1,000	,456**
		Sig. (bilateral)	.	,000
	Rewarding people	Correlation coefficient	,456**	1,000
		Sig. (bilateral)	,000	.
		N	80	80

In table 3, the null hypothesis (H0) is rejected as the significance value is 0.00, hence, it is < 0.05 and specific hypothesis two is accepted, stating that there is a direct and significant relationship between continuous improvement and rewarding people in hotel companies.

Table 4. Relationship between the continuous improvement variable and the people development dimension

			Continuous Improvement	People development
Spearman's Rho	Continuous Improvement	Correlation coefficient	1,000	,423**
		Sig. (bilateral)	.	,000
	People development	Correlation coefficient	,423**	1,000
		Sig. (bilateral)	,000	.
		N	80	80

In table 4, the null hypothesis (H0) is rejected as the significance value is 0.00, therefore, it is < 0.05 and the third specific hypothesis is accepted, stating that there is a direct and significant relationship between continuous improvement and people development in hotel companies.

Discussion

In accordance with the general objective of determining the relationship between continuous improvement and human talent management in hotel companies in the province of Chíncha, Peru, it is found that according to Spearman's Rho correlation coefficient $r_s = 0.934^{**}$, it indicates that there is a positive relationship, with a very good level of correlation. Hotel companies should continue with the rhythm of work they have been developing, being prepared with new strategies, processes, innovation, implementation and updating of the development system for good management, in order to fully satisfy guests and keep them loyal. And these results agree with Huilcapi et al. (2017) who concluded that employee commitment and responsibility is necessary for success, as talent is important for the processes [29]. It is also similar to the research of Flores (2019) who concluded that talent management is the main area for the hotel sector, because human talent management constitutes the level of economic performance [30].

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Regarding the first specific objective, we sought to identify the relationship between continuous improvement and incorporating people in hotel companies. According to Spearman's Rho correlation coefficient $r_s = 0.223^*$, it indicates that there is a positive relationship, with a low level of correlation. The existing shortcomings are due to a low correlation and the aim is to improve, knowing that incorporating people will define the quality of the service provided, as they will represent each hotel company where team activity is needed. These results coincide with the research conducted by Fernandez & Rojas (2017) who concluded that the results are the business managements that are established in the competition, sustained in the non-planning of strategies, as a defect in marketing, without establishing future achievements, therefore it is the reflection of not being competent companies. The companies do not carry out a constant follow-up according to productivity, consequently, they determine that it is necessary to carry out studies of tools to be part of the business competitiveness [31]. Also in his research Castañeda (2019) concluded that his research is a guide for future companies to have information on how to manage staff, in human talent management and the performance of work teams [32].

With regard to the second specific objective, we sought to identify the relationship between continuous improvement and rewarding people in hotel companies, it was found that the Spearman's Rho correlation coefficient $r_s = 0.456^{**}$, indicates that there is a positive relationship, with a moderate level of correlation, The results show how satisfied the personnel feel with the rewards received from their companies, mentioning that it is a reason to continue working on improving the rewarding of people, pointing out that it is demonstrated in the processes of compensating that it constitutes elements of stimuli to incentivise and motivate. This result coincides with the research conducted by Burga & Wiese (2018) who concluded that companies reflect a pleasant environment according to interpersonal relationships, because they receive constant training, in addition workers receive salary remuneration for the good performance of their work, benefiting companies to develop productivity [33]. Also in his research Rolin (2020) specifies that companies should keep their workers motivated through the information of the benefits and contributions inherent to the programme at the individual and company level as a motivational incentive being remunerated [34].

In the third specific objective, we sought to establish the relationship between continuous improvement and people development in hotel companies. According to Spearman's Rho correlation coefficient $r_s = 0.423^{**}$, it indicates that there is a positive relationship, with a moderate level of correlation. Managers/administrators are called upon to motivate their organisation. This result coincides with the research carried out by Rolin (2020) who concluded that it is essential that workers are encouraged to feel motivated to learn, specialise and develop as integral operators and be able to grow professionally, because motivation is the essential element of the knowledge incentive system, since the participation of both workers and instructors depends on it, therefore, this system is the key to the process [34]. However, there is a difference with the research of Enderica et al. (2018) who concluded that the concern to motivate the female gender for the development of companies, as well as to lead shared vision that are present in the leadership practices of business management of small and medium-sized enterprises [35].

4. Conclusions

The following conclusions were drawn from the research:

First: In accordance with the general objective it was determined that there is a positive relationship, the satisfactory results are the reflection of the quality of service and the level of satisfaction of the guests. Likewise, this research is important for Chinchá and the actors involved, allowing to leave the analysis of reflection for the hotel companies.

Second: According to the first objective, it was identified that there is a positive relationship, incorporating people will be the beginning and end of the activities that will depend on the company and the person incorporated, in promoting good choice, based on good planning aimed at the objectives.

Third: According to the second objective it was identified that there is a positive relationship, rewarding is the motivating factor of people, where the managers of each area and the general manager provide support, confidence and motivation they need, and attend to their needs to carry out their activities with greater enthusiasm.

Fourth: In accordance with the third objective, it was established that there is a positive relationship, development influences the mental, physical and spiritual aspects, as it is an interpersonal and intrapersonal activity, adequate training and the empowerment of talents to defend and enhance the institutionalism of hotel companies.

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