

Draft Proposal Establishing the Relationship between Involvement and Leadership Styles, to Retain Human Talent in Tourism SMES of the Department of Boyacá - Colombia

Leyla Carolina López Sarmiento^{1*}, Nelson Enrique Vera Parra² and Danilo Alfonso López Sarmiento³

¹*Universidad de Boyacá, Faculty of Humanities Sciences and Educational, Program of Psychology, Tunja, Colombia, South America,*

²*Universidad Distrital Francisco José de Caldas, Faculty of Engineering, Bogotá, Colombia, South America,*

³*Universidad Distrital Francisco José de Caldas, Faculty of Engineering, Bogotá, Colombia, South America,*

ORCID: 0000-0002-6148-3099 (Danilo A.)

Abstract

Currently, retaining the best talent within an organization has become a necessity and priority and even more so in the tourism sector. This paper presents a research project that allows retention of Human Talent through Worker Involvement and their Superiors' (Transformational) Leadership Styles. These variables are important because, first of all, involvement increases job satisfaction and therefore productivity. On the other hand, the superiors' (transformational) leadership, allow the them to guide others towards the achievement of objectives through charisma, motivation, psychological tolerance, among other factors. The draft proposes a methodology with a correlational, non-experimental, cross-sectional quantitative approach and the sample would be chosen non-probabilistically for convenience.

1. INTRODUCTION

Bearing in mind that the most important resource of any organization is its people [1], it is important that companies that seek to remain competitive in their sector design strategies to retain their human talent in order to maintain the ideal personnel to achieve the objectives set.

Currently, it is considered that human talent can lead organizations and therefore a country to be competitive on a global level [2], so the adequate management of human talent is an important part for the sustainable growth of companies [3].

Tourism is one of the most important and dynamic sectors in the world due to the generation of employment, and its contribution to foreign exchange and to the regional development of countries, and it is not oblivious to the need to retain talent [4]. This sector generated around 194 million direct and indirect jobs around the world in the year 2013 [5].

The Department of Boyaca has aimed to consolidate itself as one of the tourist regions par excellence, given the attractiveness of its natural resources, wildlife and environmental conservation; despite this important source of employment, wealth and well-being, it has not achieved a

comparable development as that achieved in other regions (the Colombian Caribbean) and countries [6].

In accordance with the Strategic Plan for Science, Technology and Innovation of Boyaca by 2022, the Department needs to generate strategies in the field of tourism to promote itself as a destination, promote the use of ICT, increase training and staff (talent) qualified for the sector and guarantee the care and preservation of the ecosystem (2012). Given that the tourism industry is facing a growing trend towards more specialized services tailored to the client, and that human talent becomes the key element of quality in the presentation of the service to tourists [7], ensuring a strong competent labor, motivated and with particular skills, poses a serious threat/opportunity for the future of competitiveness in this service industry [8], [9].

Therefore, it is important to address from the academy the way in which supply and demand for human talent of the sector in the Department of Boyacá are related [10]. Previous studies in other latitudes, allow to establish that the tourism sector is characterized by a tendency to low salaries, informal hiring practices, seasonality in hiring and absence of training plans for the management of human talent; These factors translate into difficulties for staff retention and high turnover [7].

On the other hand, there is evidence that the involvement of a person with their job contributes to the promotion of greater autonomy and participation in decision-making, greater interest in the work and increases job satisfaction, which is considered as an element relevant to successful organizations [11]. Additionally, experiences show that greater personnel involvement implies a transfer of task commitment towards a person or group of people who are willing to accept and perform them [12].

Leadership as an organizational process represents a fundamental element to guide the efforts and motivations of people towards the achievement of objectives. There is evidence that transformational styles [13], [14], [15] based on charisma, personalized consideration, intellectual stimulation and idealized influence, can positively influence job satisfaction and permanence of the employee. In this sense, the research question that arises is: How do worker involvement in

tourism and supervisor leadership styles influence the ability to retain human talent of tourism SMEs in the department of Boyaca? The answer to the previous question can be resolved by determining the relationship between involvement and leadership styles in the ability to retain human talent within tourism SMEs in the Department of Boyaca as shown in Figure 1. To achieve this, a review of the literature of the variables involved, the identification of a representative sample of the sector that allows the collection of the primary information required, and a statistical analysis to corroborate the relationship between the variables studied will be carried out.

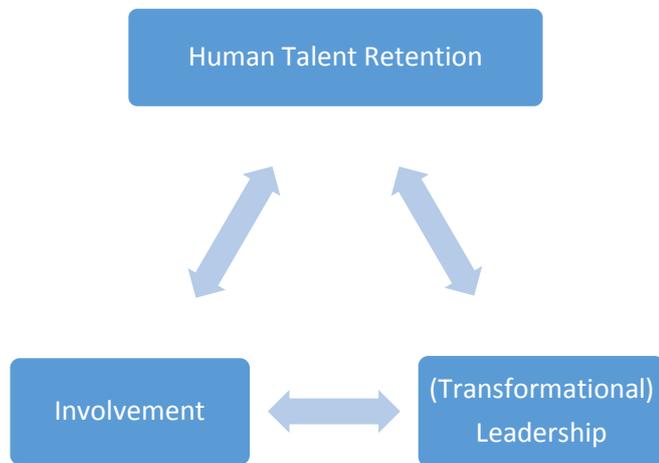


Figure 1. Determining of the relationship between involvement and leadership styles in the ability to retain human talent within tourism SMEs.

2. THEORETICAL FRAMEWORK

Talent is conceptualized as the ability to perform or exercise an activity [16]. In turn, human talent is the driving force of any organization that can generate added value for an organization. Following [17], talent would be "an individual potential for exceptional achievements in one or more domains" and/or "outstanding competencies of a person in relation to their peer group".

According to [18] human talent is the intangible capital that gives value to organizations, an aspect corroborated by several studies where science has demonstrated the importance of individuals and groups in organizations.

The importance of human resources in the success of organizations of different kinds is highly recognized in the literature [19], [20], [21], [22], [23]. The specific abilities and competences of the people who work in organizations are crucial for organizational competitiveness, an aspect that has been pointed out since the emergence of the resources and capacities theory [24].

Therefore, with the human resource being primordial to organizations, it is necessary to retain that important talent within the organization. Staff retention is one of the aspects that the human resources area of companies/organizations [25] must

face and each organization is committed to having the best talent.

The retention of human talent seeks to understand the reasons why employees make the decision to leave a company. In the literature it is found that in the sixties and seventies the studies on this topic sought to know the causes of why an employee decided to leave the organization [26], [27], [28] having a negative effect. However, it was not until the 1990s that the retention phenomenon began to be investigated explicitly [29], [30].

In [32] it is manifested that organizations have various concerns about the retention of personnel, among which are "costs of hiring the replacement, their training period, delays in project development and the loss of personnel with fundamental knowledge for the execution of tasks, defined as collateral damage to the company." Employee retention refers to "those administrative practices aimed at 'not letting go' of key workers within the company" [25].

On the other hand, [32] states that it is necessary to design a retention plan in the company and to do so, several questions must be posed: the how, why and whom to retain and in this way proposes several strategies: Minimally offer the market salary, guarantee that the new personnel have an excellent transition into their position, give employees the necessary autonomy to perform their functions, create career plans, offering a promotion in the professional careers of workers.

Other aspects that could be taken into account within organizations, to generate employee retention are those proposed by [33], which confers significant importance to identifying the interest in the employees' family life, that is, assess what is important to the employee, for example, their family.

In the literature, there are several studies on the importance of talent retention for an organization. In [34], an investigation was conducted to characterize the talent retention factors in four-star hotels in the city of Ensenada (Baja California) and concluded that teamwork and employee participation in organizational activities create an effective influence on the retention of talent. Similarly, in Venezuela, the Andrés Bello Catholic University conducted in 2008 an investigation on working conditions and retention methods in telephone companies in the area of customer service, concluding that training, teamwork, development, recognition practices, and above all the employee-supervisor relationship, are the most significant ways to retain staff.

According to [35], retention focuses on keeping employees contributing to the success of the organization. Several researchers have suggested that satisfaction is positively related to the intention to remain in the workplace [36], [37].

The first variable to be evaluated in the research project that is to be implemented (according to Figure 1) is "Involvement" because it is an explanatory variable of some consumer behaviors [38]. Some studies suggest that involvement is a one-dimensional construct that delimits the state of the consumer and that is associated with personal and situational factors [39], [40], [41]. Other authors affirm that involvement is a

multidimensional construct that can be measurable and depends on several factors.

Involvement in a marketing context is introduced by [41], which defines involvement as an important mediator that "... at the individual level, is an internal state variable that indicates the amount of excitement, interest or momentum generated by a particular stimulus or situation." [41]. Another perspective on involvement is proposed by [42] who add that involvement can be of two types: affective and cognitive.

The origins in the treatment of the concept of involvement in marketing are given by [39], who present it from a psychological perspective, understanding it as a variable of personal and emotional character.

Others consider that involvement is an effective response in the identification of an organization based on a feeling of belonging and responsibility [31]. Also, it is established as the degree to which a person perceives their work, their identity with the same and the opportunities to satisfy their needs [43].

Although not new, the concept of involvement is currently one of the most cited in the literature related to processes that improve the effectiveness of workers [44]. However, the idea of employee involvement in their work dates back to the 1950s [45].

Some authors define the term involvement as the feeling of belonging and responsibility towards the organization [46]. It is also defined as the degree to which a person perceives their work, that is, how they identify with it [47].

In⁴⁶ they define it as the degree to which the person identifies themselves psychologically with their work. For [47] labor involvement is defined as the psychological identification that employees create towards their work, as a result of their individual identification and of the employee's perception of their work.

Many managers and organizational leaders conceptualize involvement in work as the key to the success of organizations [48].

According to [49] labor involvement develops when the worker has the power to act and make decisions thanks to the knowledge and experience that they managed to acquire in the organization. Involvement has several characteristics that highlight its importance: impact on the reduction of personnel [50] absenteeism and turnover, improvement in work efficiency [51], good attitude toward work [52] and makes workers more committed to the tasks they perform [12]. In general, the effects of involvement are: reduction of absenteeism, increase in performance levels, greater organizational effectiveness and increase in the effort to fulfill tasks.

According to [53] and given that so many different kinds of consumer involvement are proposed, what should be measured is a profile of involvement by type of product made up of components, where each component varies in intensity, in "other words, involvement towards a product would be formed by a profile of varying degree in which the variables that compose it are presented". This profile would be composed of

the degree of interest in the product, the degree of enjoyment or pleasure perceived in the product, the degree of symbolic value that the product has, the degree of importance of the product, and the degree of risk offered by the product [54].

[53] Affirms that in various investigations certain authors state that involvement is determined by a combination of five components: interest, pleasure, symbolic value, importance, and risk.

However, it is in the work of [54] that reflects the most important progress for the evolution of the study of involvement: the Consumer Involvement Profiles model (CIP scale). This scale identifies involvement as a multidimensional construct associated with the product and dependent on four factors:

- 1) The perceived importance of the risk when acquiring the product, that is, the personal meaning that the product has for the consumer.
- 2) The probability of perceived risk associated with the purchase of the product, which depends on two factors: probability of making an error in the choice and/or perception of consequences due to the bad choice
- 3) Symbolic value attributed to the product
- 4) Interest and pleasure perceived with respect to the product [54], this last factor is related to emotional attributes.

Labor involvement has been addressed as an object of study in numerous investigations. According to some authors [55], the growing number of studies reveals the importance of the subject being investigated. According to [48] research on involvement in the work has been carried out in various organizational contexts (hospitals, forestry service, schools, universities and others) and cultural contexts (United States, Israel, India, etc.).

In [56] they conducted a study in hospitals in the Minneapolis region and found that employee involvement programs can be positive for both employees and organizations, and this claim is based on the idea that employees get more autonomy and more participation in the decision making process, which makes them perceive their work as more interesting and therefore develop greater job satisfaction.

There is a series of studies in which labor involvement is related to various variables: for example [57] found significant relationships between work involvement, age and academic preparation. Another study [58] found significant correlations between involvement and organizational commitment, supervisor support, autonomy, and years of service. Similarly, it found highly positive and statistically significant correlations between work involvement and cohesiveness among peers.

[59] proposed an instrument (called the IP6) to measure consumer involvement in the Mexican population based on six dimensions: interest towards the product, perceived pleasure in the purchase, symbolic value, importance in the risk of choice, perceived probability of risk in the choice and importance of the product for the consumer. The instrument consists of eighteen reagents (three reagents for each component of involvement) that additionally has the characteristic of

measuring the variables in a wide range of products, as they propose in their test to measure involvement profiles and thus be able to compare between different product categories.

Another variable to study in this project (Figure 1) is the style of "Leadership". [60] defines it "as the ability to influence a group towards the achievement of a vision or the establishment of goals". There is no fixed concept because several authors have coined the meaning according to their experiences and studies, even though there are several characteristics in common [61]. Leadership has been present since remote times, where a person could stand out from others for their strength, intelligence or demonstrated confidence and security before the group [62].

The study of leadership already has a long history in social and organizational psychology. There are several theoretical approaches that try to explain and define leadership, some of them have focused on the characteristics of the leader while others have focused on the followers [63].

Leadership as a process, represents in organizations a fundamental element to guide people towards the achievement of the goals for which they were created [64]. In [65] they indicate that "leadership can be defined as a natural process of influence that occurs between the leader and his followers".

Leadership as a process, represents in organizations a fundamental element to guide the efforts and motivations of people towards the achievement of the social purposes for which they were created [66].

In literary reviews there are several theories that try to explain leadership and the connection between leader-follower. In [66] they mention several theories in this regard, initially the traits theory, which affirms that there are a series of traits associated with successful leaders. There is also the theory of behavior that states that different types of behavior could predict the success or not of leadership. And third, the contingent or situational theory is based on the idea that the leadership style depends on the context that the leader is in.

As for transformational leadership, it is a concept that was born from the studies by James McGregor Burns, who observed different political authorities influence their supporters [67]. Burns was one of the initiators of this type of leadership, which was complemented and developed with the contributions of [13].

Transactional leadership theories focus on how leaders can motivate their followers by creating fair exchanges and clarifying mutual benefits and responsibilities [63].

Transformational leadership has been extensively researched. Its main predecessor was [68] who based their work on the ideas of [12] considering relational leadership (leader-followers). For Burns, transformational leadership implies "a relationship of mutual stimulation and elevation that turns followers into leaders and can turn leaders into moral agents." According to [68], through transformational leadership the leader motivates followers to achieve a performance that exceeds expectations.

Transformational leadership has been considered one of the most appropriate types of leadership to generate change and innovation in organizations, because this type of leaders communicate a clear vision, inspire commitment and achieve confidence and motivation of subordinates [69].

Transformational leadership comprises a process in which the transformation of the environment represents a fundamental aspect and that is possible through the actions of the leader who inspires and motivates his followers. Thus, transformational leadership seeks to motivate and encourage followers to participate actively in the changes, for which the leader sensitizes each of them to be empowered in a healthy work environment, working with enthusiasm, responsibility, productivity, high sense of commitment to the scope of organizational purposes [64].

[13] states that transformational leadership is a process focused on stimulating the consciousness of workers to turn them into productive people who commit to organizational objectives, setting aside particular interests and focusing on collective interests; As for transformational leaders, they affirm that through the influence exerted in their interrelations with the members of the group, they stimulate vision changes. For [14], transformational leadership is a process of positive change in followers, focusing on transforming others in a harmonious way, which increases the motivation, morale and performance of their followers. For its part, [15] includes that transformational leadership presents a set of guidelines that postulates that people will follow whoever inspires them, where visionary followers focus on achieving significant goals, where acting with enthusiasm and energy is important.

Transformational leadership refers to the process in which an individual promotes and creates connections with others, positively influencing the motivation and morale of both [66].

[64] concluded that individual consideration, intellectual stimulation, motivation/inspiration, idealized influence and psychological tolerance are factors that characterize transformational leadership. Therefore, transformational leadership in organizations can generate in them an empowerment on the part of employees, sense of belonging and identification with the organization, as a result of modeling the leader who with their actions drives and motivates their followers in the process, without feeling pressured arbitrarily, but on the contrary assume such a commitment to their leader.

Transformational leadership has been considered as one of the most adequate types of leadership to generate change and innovation in organizations, since this type of leaders communicates a clear vision, inspires commitment and achieves confidence and motivation of subordinates [69].

Currently, organizations seek active participation and involvement of workers as a way to improve productivity, understanding involvement as the worker's free and participatory process, where the total capacity of employees is used and designed to encourage growing commitment to the success of the organization [70].

In [71], a study was conducted with employees of industrial companies and the financial sector in order to test their hypothesis that transformational leadership has a direct

influence on employees' work capacity through certain motivational aspects. In their conclusions, the researchers warn that the workers of both companies reflect a greater commitment in their work even working overtime by their own will, and additionally increased their performance obtaining better and faster results.

According to [72] transformational leadership is one of the most appropriate types of leadership to orient organizations towards change and innovation. In a study conducted, they concluded that transformational leadership and satisfaction with the leader predict motivation to work extra, through greater satisfaction.

In [73] they conducted a study in Puerto Rico with a sample of 200 supervisors from various companies distributed among 112 women and 88 men. It was concluded that the female sex shows a higher level of transformational leadership compared to the male sex.

For its part [69] implemented a study to analyze the different types of leadership: democratic, autocratic and liberal in Colombian export companies and concluded that to achieve higher levels of performance Colombian managers must exercise the balanced leadership between autocratic freedom.

According to the Multifactor Leadership Questionnaire (MLQ), it has been, for several years, one of the most used instruments to measure leadership in the field of Organizational Psychology.

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The MLQ is a questionnaire that contains 45 items that describe behaviors and each question can be answered on a 5-point scale (0 = rarely, 4 = frequently). This instrument presents reagents linked to 4 dimensions of transformational leadership: idealized influence, inspirational motivation, individualized consideration and intellectual stimulation [75].

There is a version adapted and validated by [76], comprising 82 items and featuring a high degree of reliability ($\alpha = 0.97$). The MLQ has been subjected to psychometric evaluations [77] demonstrating adequate validity and reliability.

Regarding the study of the variables, several studies have been found on transformational leadership and its importance in the retention of human talent. For example, [78] conducted a study to find out the effects of leadership style on talent retention in China, obtaining as conclusions that authoritarian leaders use communication, while leaders who adopt a coaching style use an incentive structure to influence positively in the retention of talents. In addition, task-centered leaders use position and performance to identify and retain talented employees.

[79] conducted a study in Malaysia in an oil and gas industry to find out how to retain their best talents beyond the traditional benefit offerings. The results indicate that the components of empowerment, situation control, socio-political support, access to information, access to resources and the climate of participative unity encourage employee retention by suggesting that cognitive retention programs can produce the desired result.

Also in [80] they conducted a study where they determine that transformational leadership makes a difference in the actual abandonment behavior of employees, the findings suggest that transformational leadership not only directly prevents employees from forming intentions to leave, but indirectly does so by cultivating a collaborative culture

Taking as reference the scientific review made and Figure 1, so far we have not found a study that relates the three variables directly or indirectly and is part of what we want to develop; and for this purpose the present project aims to focus on the tourism sector because at first it is a sector that has affinity with the vision of the country, tourism has proved to be an important factor of development that generates territories of peace, considering it as one of the sectors that generates greater redistribution of income and generates more jobs; Thus, tourism is an important sector for the role in social and economic development that is found in the objectives set by the current National Government by 2025: Colombia in peace, with equity and education [81].

Taking the OMT data as a reference⁸², the tourism sector has come to represent around 10% of world GDP and is responsible for 1 in 10 jobs in many developed and developing countries. According to data from the World Travel and Tourism Council (WTTC) [82], these indicators predict that during the next ten years the tourism sector will grow 4.4% annually compared to 3.5% of world GDP, and in 2024 it will generate more than 11 trillion dollars and 75 million new jobs.

Tourism is a social, cultural and economic phenomenon related to the displacement of people to destinations that are outside their usual place of residence, usually for leisure reasons, which causes impacts on the economies of the receiving and sending countries, in the natural environment, in the destinations and in the receiving population. This diversity of impacts generates the need for planning processes that address global dynamics of development, management and supervision [83].

The growth of the Colombian economy in recent years has been reflected in activities related to tourism. The Gross Domestic Product of the hotel and restaurant services are, after mining, construction, financial services and transportation, one of the fastest growing sectors from 2010 to 2013, which represented

0.7 percentage points above the national total. Foreign investment in the commerce, hotel and restaurant sector has also registered important increases in recent years, especially in 2011 when investments registered a 9,16% growth [83].

According to DANE, hotels with a capacity of more than 150 rooms presented the highest occupancy rate with 64.7%, followed by hotels with 101 to 150 rooms (55.4%), and hotels with a capacity of 51 to 100 rooms (50.7%). Hotel occupancy in Colombia closed at 54.05% during the month of July 2017, which means a growth of 0.84 percentage points with respect to July 2016.

3. CHARACTERIZATION

The Department of Boyaca is located in the central zone of the country, in the eastern cordillera of the Andes (and includes the characteristics shown in Table 1). It has an area that represents 2.03% of the national territory and a political division with 123 municipalities. Bordered to the North with the departments of Santander and Norte de Santander, to the East with the departments of Arauca and Casanare, to the South with Meta and Cundinamarca, and to the West with Cundinamarca and Antioquia

The population studied in this project is the hotel sector of one of the tourism rings of the department of Boyaca. According to [84], the Departmental government promoted a project called "Boyaca's Tourism Rings" taking advantage of the natural resources, geographical positions and cultural aspects that it possesses; said project is part of the 2004-2007 departmental development plan, "Boyaca is the Responsibility of All". The purpose was to promote the municipalities of Boyaca grouped around differentiating wealth of the provinces. There are six Boyaca Tourism Rings which are made up of heterogeneous groups of municipalities. The rings are: Los Nevados, Los Dinosaurios, Anillo del Centro, Las Hinojosa, Tundama and Sugamuxí and Valle de Tenza [85].

Table 1. Key Characteristics of the Department of Boyacá [86].

Department name registered 1821 given by the Congress of Cucuta
Created as a sovereign state Through Law 15 of June, 1857
Capital: Tunja
Denonym: Boyacense
Surface: Department 23,189 Km ²
Projected Population: (2016) 1,278,107
Number of Municipalities: (2016) 123
Number of Provinces: (2016) 13
Natural National Reserves: Pisba (1977) El Cocuy (1977)
Wildlife Sanctuaries: Iguaque (1977) - Guanenta (1993)
Temperature -0° to 35°
Regional Autonomous Corporations: 4
Basins: 5
Department's Political Division Code: 15

In [87] SMEs have become one of the most significant productive sectors for the economies of countries worldwide due to their contribution to economic growth. According to the legislation in force in Colombia, SMEs are regulated by Law 590 of 2000 and amended by Law 905 of 2004, where they were issued to promote its development, defined as: "Any unit of economic exploitation, carried out by a natural or legal person, in entrepreneurial, agricultural, industrial, commercial or service activities, rural or urban," and classifies them according to the number of employees and annual income. Currently, small and medium-sized enterprises (SMEs) play a fundamental role as generators of employment, agents of social stabilization and sources of innovation, contributing to the reduction of poverty and the general economic development process.

4. SME STUDIES

Methodological Design and Procedure. According to [88], the research will have a quantitative, correlational, non-experimental cross-sectional approach based on the collection of numerical data that will be studied and examined by statistical tests; everything done in a single period of time.

The choice of this sample will be made in a non-probabilistic manner for convenience, which consists in selecting the participants, who are accessible or available to be studied. It will take place in the tourism SMEs present in the Dinosaurs Tourism Ring (made up of the hotel sector in the cities of Tunja, Sachica, Villa de Leyva, Sutamarchan, Tinjaca and Chiquinquirá).

For the collection of data, instruments will be used to measure the variables of interest:

- Dependent variable: Retention of human talent.
- Independent variables: Involvement and leadership styles (Transformational leadership).

With the purpose of overcoming any inconvenience of ethical nature, informed consent will be used, which will be delivered in writing to the participants, who will sign it as acceptance. Clear language will be used to explain the objectives and methodology of the study. In the document, they will be informed that they are free to decline their participation or interrupt it at the time they deem necessary. In the same way, they will be informed that all data is confidential and that their participation is anonymous and exclusively for academic purposes.

5. CONCLUSIONS

1). A literary review and a research project is presented that allows retaining Human Talent in the Tourism SMEs of the department of Boyaca, through labor involvement and transformational leadership.

2). The execution and implementation of the draft proposal will allow the hotel sector present in the Dinosaurs Tourism Ring (Tunja, Sachica, Villa de Leyva, Sutamarchan, Tinjaca and Chiquinquirá) to improve its tourist performance.

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