

# **ANALYSIS ABOUT DECISIVE FACTORS IN THE MANAGEMENT OF HUMAN RESOURCES AND THE QUALITY OF SERVICES ON THE COMPANY INTERCITY TRANSPORTS OF TENERIFE, S.A. (TITSA)**

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## **ABSTRACT**

The management of human resources in the urban transportation companies is a very important skill that has been implemented as process of development in the human potential. This management is promoting the efficiency in the labour activities, the effectiveness in the workplace, the organizational culture, etc. This paper is analyzed under a Rasch Model focused to the resource-based view (RBV) Theory, and referred to the quality of services originated by an adequate management of human resources. In the other hand, the customer's opinion is a key point to identify the decisive factors about the level of quality of services in the organizations, according to the perceptions and expectations.

## **INTRODUCTION**

The case of the companies of urban transport has great relevance because it is an indispensable resource for the society that lends a service directed to the inhabitants and tourists of the region. It is necessary to highlight that the organizational climate influences in the develop and the employees' behavior because it generates efficiency and effectiveness in the labor functions for create a good image and pleasure in the users influencing directly in the expectations on the service.

## **BACKGROUND**

The theory that serves as base of this investigation is "The Resource Based View of the Firm" by Barney (1986); Hirshleifer (1980), because this model assumes two alternates for the analyzing sources of competitive advantage: "the industry or group may be heterogeneous with respect to the strategic resources they control and these resources may not be perfectly mobile across firms" [1]. In this theory these resources "include all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc. controlled by a firm that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness" [1] [2].

## **MANAGEMENT OF HUMAN RESOURCES**

This management involves the political practices and procedures of the organizations for the attraction, recruiting, selection, training, supervision, and employee's management, based on the interior productivity and the satisfaction of the work [5]. In fact, the investigative field developed in the companies mentions the management of the Human Talent, as an innovative term and of evolution in the managerial style focused toward the handling of people of the company as generating resource of benefits by means of the use of tools of information, technology and knowledge. In this type of work is necessary to mention certain factors that influence in the management of human resources and the Quality of the Services: the Culture of the Organization, Relationship with the Employees, The

Communication and Systems of Information, Professional Formation and training and Contributions of the Employees.

## **THE QUALITY OF SERVICES**

The existence of two schools that define the study, management and mensuration of the quality of services; the Nordic School, constituted by the contributions of Crosby (1979), Gronroos (1984), Gummesson (1978) and Lethinen (1991) and the North American School, formed by Parasuraman, Zeithalm and Berry (1985). The Model of Quality of Services based on the deficiencies of the benefit of the service taking into account the expectations and the clients' perceptions [6]. To this respect, "the quality of the services is based on the perceptions of the clients and expectations of the service demanded and received" [7].

## **CUSTOMER'S SATISFACCTION**

The quality of the services is composed of a cognitive structure guided toward the factors that are part of the client's perceptions; this quality comes from the obtained satisfaction. The satisfaction is considered like an antecedent of the quality, because is based on the client's emotional answer [4]. The customer satisfaction depends directly on the management and of the pursuit of the moment of the coincidence with the service, also denominated as "the moment of the truth", according to Bitner, Hubbert and Gronroos, (1994) [3].

## **TENERIFE**

During the first trimester of the year 2006, Canaries occupied the second position as destination main of the tourists that visited Spain with 24,8%, according to the statistics of the Ministry of Industry, Tourism and Trade. In relation to the Autonomous Community of Canaries, the island of Tenerife for this period of the year 2006 has been the one because has presented the biggest percentage level of receptive tourism in the Archipelago and also more growth, 6,61% with regard to the year 2005, according to the front of the Government of Canarias.

## **HYPOTESIS**

In this investigation is identifying the factors that influence the management of human resources in the company of transport intercity with relationship to the quality services and the consumer's satisfaction.

- H1:** While more are promoted the factors influence the management of human resources bigger will be the quality of services.
- H2:** While more are identified the employees with the culture organizational bigger will be the contributions of the employees in the company.
- H3:** The training, incentives and benefits programs influence positively in the interaction of the employees and the quality of services of the company.
- H4:** The good state of the stations, stopped and units of transport; the attention of the employees; the execution of the schedules of arrival and exit; the time of wait among each bus; and the communication adapted in the relationship employee-client; are factors that influence positively in the level of quality of services of the company.
- H5:** While more is fomented the convenient attention and the appropriate communication between the employees and the clients bigger will be the success in the management of human resources carried out by the company.

**H6:** The promotion of the good state of the stations, stopped and units of transport; the care of the employees toward the benefit of the services; the execution of the schedules of arrival and exit; the times of wait among the bus, and the effective communication between the employees and the clients, generate a bigger level of satisfaction.

## METHOD

The measure used in the investigation is the Model of Rasch that possesses fewer components, takes into account only a parameter of ability for each person and a parameter of difficulty for each item. These parameters represent the positions of the people and the items in the latent variable shared and used to determine the probability of success that have the people in each item Rasch (1960; 1966a; 1966b); Wright, (1968) [7]. In this work was applied one survey directed to the 10% of employees and survey directed to the users applied to 100 fellows among the users of the buses were polled in a period of 7 days and were distributed in two groups of 50 users.

## DISCUSSION

The analysis of these scales of measure originated of the execution of the Model of Rasch; permits measure the perceptions of the fellows of the sample in function of the interaction to the items, resulting that the entire hypothesis was accepted. In this study is shown that the factors cannot be separated and to be treated as remote elements in the management of human resources and the quality of services, like the case of the programs of professional formation and training and benefits that are important for the management of people. According to the results of the surveys applied to the employees, is described that the group of the fellows in different parts of the lineal graphic, implies the certain employees are not identified with the majority of the factors. For the quality of the service of TITSA, the factors related to the good state of the stations, stops and units, the execution of the schedules of arrival and exit of the units and the time of wait among each bus are very important, because affect in direct way to the operating function in the process of installment of the service and consequently also to the quality.

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