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Approximation from the Humanist Administration in a Case Study of Hotels in Villa De Leyva, Boyacá

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Abstract

Purpose: To learn about the interpretations that the internal actors of the hotels in Villa de Leyva have about business management, in the context of the humanist administration. **Design:** Based on qualitative research, a descriptive study was addressed. **Methodology:** The method used was the case study applied to a non-probabilistic sample of three organizations in order to get an approximation of the social reality and in this way, identify the management styles that are developed in the hotels of the municipality of Villa de Leyva, Boyacá. In this context, the information was collected through in-depth interview technique. **Findings:** It was evidenced that, most of Villa de Leyva hotels develop practices that are far from the humanist administration, this is why, it would have greater relevance to apply this type of postulates to improve the competitiveness and projection of this type of organizations, as well as, the stability and happiness of employees. **Originality of the research:** This research is a pioneer in the Boyacá region. The results show perceptions in the context of these hotels about the humanist administration, which, unfortunately, is not always taken into account.

Keywords: management; business administration; tourism; tourism and development; hotel and lodging.

JEL Classification: M15; M1; L83; Z32; Z30.

Introduction

Over time, tourism and its subsectors have had a series of conceptualizations, but they all converge towards the connection and coordination that companies and services must have to provide tourists with a satisfactory global experience (Martos 2018). It was not until 1993 when the World Tourism Organization integrated the main connotations of this concept to define it as: "the activities carried out by people during their trips and stays in places other than those of their usual environment, for a period of less than one year, for leisure, business or other reasons" (Cámara de Comercio, Industria y Navegación de Málaga 2010, 18). This social phenomenon has been consolidating at the end of the 21st century by promoting, in the words of Ramallo (2017), the creation of

jobs, the development of local areas, the promotion of cultural exchanges and the opening towards other lifestyles.

One of the countries whose tourist role has been increasing is Colombia, where tourism and its related activities have had a significant growth during the last 6 years, represented in an increase in the hotel and restaurant account (24%), a participation of employed population (27.6%), foreign investment (8.4%) (DANE 2018) and the contribution of the travel and tourism sector at 5.8% of GDP (World Travel and Tourism Council 2018). One of the factors that has influenced the tourist boom of Colombian context refers to the political-social context after the end of the armed conflict with the former guerrilla of the Revolutionary Armed Forces of Colombia –FARC-, in addition, the country is recognized for its cultural, gastronomic richness and enormous ecological biodiversity (Ministerio de Comercio, Industria y Turismo 2020; Procolombia). As a result, various “tourist attractions” have been known, in order to consolidate the country as an attractive destination to the world: cultural, adventure, nature, business, health and wellness, sun, beach and nautical tours are some of the activities promoted.

The proper functioning of the tourism sector requires that organizations have the capacity to implement management styles consistent with social protection and sensible management of the natural, economic and cultural resources of the region. This work has begun to be externalized in the municipality of Villa de Leyva, its economic growth, sociocultural development, preservation of the environment and other architectural and historical factors have led it to obtain a certification as a Sustainable Tourist Destination, adding to places such as the Historic Center from Cartagena, the Arví Ecotourism Natural Park or Santa Cruz de Mompox (Ministerio de Comercio, Industria y Turismo 2017; Olaya and García 2004). This brings with it a great challenge for the municipality, since it must improve the quality of tourism services and generate a culture of excellence in the organizations that provide these services, of course this is associated with awareness, long-term vision and harmonization between growth economic, cultural respect and conservation (MINCIT 2020).

These implications are presented in a relevant way in hotels, which represent an essential role in the evolution of Villa de Leyva as a tourist destination and generate a high participation in the economy of the municipality, this is why, significant advances in its quality levels are urgently needed; the generation of a culture of excellence and reduce levels of informal companies (MINCIT 2020). For this, the adoption of contemporary management styles is considered essential, where profit-taking takes a secondary role and “assumes a certain responsibility towards society, that minimizes the negative impact that its productive activity could generate and that satisfies the needs of the present without compromising the satisfaction of the needs of the future” (Martos 2018, 26). The academic literature illustrates that attempts have been made to formulate organizational systems, that aim to increase efficiency for this type of organizations, but, in addition to being fruitless, they do not position the human being as a fundamental element of them, since the predominant paradigm in the business field conceives to companies as hierarchical elements that monopolize knowledge and inhibit cooperation.

These mitigating facts have been the factors that led to this research, which is a pioneer in the region and the second in the country. In this scenario, it was sought through a case study to know the interpretations that the internal actors of the hotels in Villa de Leyva have about business management, in the context of the humanist administration. This is intended to help (1) learn about everyday organizational practices, (2) propose improvements for its internal management and its link with social actors and the environment, in addition to (3) develop autonomous organizational practices detached from foreign administrative trends that They are not consistent with their historical conditions.

It should also be noted that the choice of Villa de Leyva, had to do with its ecosystem richness, which includes various natural landscapes, forests and deserts. Likewise, its infrastructure has one of the largest main squares in South America and several buildings from the colonial era:

The house museum of the teacher Luis Alberto Acuña, The convent of San Agustín, The house of the first congress of Colombia, the museum of religious art, the house of the first distillation of the New Kingdom of Granada, the temple of Our Lady of Carmen, as well like the museum houses of Antonio Nariño and Antonio Ricaurte (Rodríguez and Granados 2017, 199).

This biodiversity is strengthened by the actions undertaken by the Iguaque Flora and Fauna Sanctuary and the Alexander Von Humboldt scientific research institute by avoiding the introduction of species that may affect the biological balance. In addition, the astronomy festival, which has been held for more than 20 years, has cataloged the municipality as an ideal tourist area for stargazing (MINCIT 2020).

It is worth mentioning, the relevance of the research in this geographical area is given since, unfortunately, little information is available from the academic literature or from the government agencies regarding a characterization of the management practices carried out by the hotels in this municipality. In addition, there are very few hotels that have adopted the regulations promoted by the national government, particularly the Sectorial Technical Standards, since the vision in which it is circumscribed in the instrumental perspective of Corporate Social Responsibility, leaving aside "the concern real for the welfare of the various social actors and, of course, of society as a whole" (Téllez 2018, 94).

Finally, with the interest of achieving the proposed purpose, this article is divided into three sections: in the first instance, a theoretical perspective on humanist administration and its main exponents will be displayed; then, the methodology used will be addressed; and, in the third part, the results, their discussion and the conclusions that emerge from the study will be presented.

1. Literature Review of Humanist Administration

Over time, the administration has been characterized by proliferating an approach focused both on resources and on the efforts that organizations must carry out so that, through their efficiency, they increase their productivity. As a result of this economic-financial approach, unethical business practices have become a generality to the detriment of human dignity, equity, the environment, the search for justice and social welfare (Lozano 2003). In addition, the logic of capitalism has caused the administration to refer on limited occasions to ontology, epistemology or axiology. Paraphrasing Montaña (2000), most administrative reflections have been built from a structural-functionalist vision of culture; therefore, the management practices that are currently carried out in companies have as their central axis the role of the manager, who is highlighted as the only actor that determines the destiny of the organization.

In much of the twentieth century, the theory proposed by Frederick Taylor predominated in the business context, where a man with a "merely instrumental and economic interest" reasoning was conceived (Saavedra 2010). This approach, fed with elements of positivist science, sought to increase the efficiency of industrial processes, a paradigm that, being initially successful at the local level, gave him the title of father of the administration. However, his reasoning appealed to the "scientific method" over common sense, to the point of considering employees as lazy and lazy, becoming one of the main causes of the loss of efficiency, profitability and an impediment to productivity increase (Aktouf 2009, cited by Téllez 2018).

Reading Taylor unprepared even seems to us laudable the purpose that manifests of wanting to achieve maximum prosperity for the employer in conjunction with maximum prosperity for the employee. It is not observed at first sight that in this statement the summum of the pragmatic thought that Pierce and his followers propagate is condensed. (Saavedra 2010, 253)

Subsequently, the administrative proposals of Fayol and the neoclassicals tended to consolidate aspects such as productivity, efficiency, specialization and economic motivation of workers (Téllez 2018), triggering that the employee is perceived as an instrument at the service of capital and from the discretion of other men: it is only an entity without conscience that follows a detailed plan of functions for the fulfillment of a productive process (Marín 2006). Consequently, less developed countries have seen how working hours extend to the detriment of workers' health and the time they spend with their families (Cruz 2005).

As an alternative to dissolve the inequities created by the classic-technocratic paradigm of the administration and generate an organizational environment that tends towards respect for human dignity, the autonomy of people and the recognition of their freedom, originated in the first half of the 20th century a humanist movement whose pinnacle was initially specified in the proposal of Elton Mayo and later in contributions of authors as relevant as Douglas McGregor, who exposed in his book *The human side of the company* a paradigmatic change (Arandia and Portales 2015). These authors, hand in hand with Maslow, Herzberg and Roethlisberger provided greater complexity of the collaborator's nature by integrating psychosocial variables on their performance (Saavedra 2010). In the words of González (2007), it consists of "seeking the universal in the sources of life sciences and adopting a multidisciplinary perspective. They invite us to take into account the teachings of life sciences in a reflection on management" (p. 51).

Before the advent in the 80s about literature related to business culture, economic rationality begins to take a secondary role in relation to studies on human management, sociology or work psychology, since these types of factors - subjective and relegated — they begin to be part of a new business reality, where the worker is a complex individual who retains his "psychic individualism" and interacts in a systemic and dynamic context (González 2007; Saavedra 2010).

From this scenario, the HEC School of Management in Montreal has become the most prominent working group with respect to humanistic thinking, with outstanding contributions that its main exponents made, deepening and complementing their postulates after studying at the School of High Commercial Studies. Some of the most prominent are translated into radical humanist theory, with contributions from:

Alain Chanlat: after completing his master's and doctoral studies at George Washington University, he began to make a series of epistemological reflections that would lead him to feel dissatisfied with the administrative practices of that time, a phenomenon that would corroborate after his experience as a business consultant in Quebec and Algeria (González 2007):

The training so complete that he had received in management had [not] prepared him to take into account and understand the essential factors of the reality of human beings and the life of companies. [These "hidden faces of the administration"] referred to the weight of history, (...) [to] emotions and symbols (...). The key to understanding these phenomena was in different disciplines such as history, linguistics, psychology, anthropology and in the adoption of an interdisciplinary approach. (Chanlat 1995)

The rise of his humanist perspective would lead him to continue with the studies of his professor Maurice Dufour, who is considered the pioneer of this school of administrative thought. Thus, Dufour and Chanlat (1985, cited in González 2007) argue the need to address the problems of society from a complementary perspective of the human being with the environment and their physical, emotional and intellectual needs with the aim of "invest things and take (...) as a reference the life sciences, which have always been considered as strange and contradictory to the life of the company" (Zapata, Murillo and Martínez 1995, 5).

Jean-Françoise Chanlat: as a sociologist, he proposed elements that would contribute to the construction of an anthropological-organizational theory to recognize the human being as a non-fragmented unit, recognizing its active, reflexive, symbolic and spacetime dimensions (Ramírez 2016). These elements refer to five closely linked plans:

- Individual: Biological components (character traits or socio-cultural relevance) have effects on psychic and social contexts at the organizational level, which would explain to some extent the various behavior patterns of people in the face of business events (Chanlat 1994, Ramírez 2016).
- Reciprocal influence: It defines the relationships that the individual has within their environment. They can be of a formal order, codified by a set of rules; of informal order, under a spontaneous or real context, that combines the two previous ones (Chanlat 1994, Ramírez 2016).
- Organizational: Your understanding and management require the integration of the technostucture and the symbolic world that defines it. These factors allude to the eco-geographical conditions and the representations that give meaning to the actions that individuals carry out among themselves (Chanlat 1994, González 2007, Ramírez 2016).
- Society: Defines the importance of learning, interaction and identification of each person within a group based on their knowledge and individual contributions (Chanlat 1994).
- Global plane: Recognizes the interconnection of the social, political and cultural phenomena that design the contours on which organizations and individuals coalesce daily (Chanlat 1994, Ramírez 2016).

Renée Bédard: proposed as a conceptual tool the philosophical rhombus, including four components: ontology, epistemology, axiology and praxeology, to determine what are the characteristics of human management, based on characteristics of being such as consciousness and behavior (Ramírez 2016, Arandia and Portales 2015, González 2007). Bédard (2003) affirms that the four dimensions are concatenated aspects that are part of a reality; that is, a total social fact. These aspects can be defined as follows:

- Praxeology: Corresponds to knowledge and laborious activities linked to the human industry: creation, production, working methods, words and writings, etc. These elements will contribute to the conservation and development of society (González 2007, Podestá 2006).
- Epistemology: Refers to the knowledge that the being has acquired throughout his life and that validate the praxeological activities, thus giving rise to the "know-how". Similarly, it includes empirical knowledge and intuition (González 2007; Lombana, Cabeza, Castrillón and Zapata 2014; Podestá 2006).
- Axiology: Delves into the principles that define customs, as well as moral values. In this dimension, ethics and morals "exercise a critical vigilance on praxeology and legitimacy, basically focusing on values and value judgments" (Podestá 2006, 32).
- Ontology: Podestá suggests that this dimension "can be linked to social origin in terms of the weight it has on a person's natural culture" (p. 34). This analysis involves understanding the nature of being and its

identity, in addition to its existential foundations: family, education and its vocation (Lombana *et al.* 2014, González 2007).

Omar Aktouf: is one of the most valid authors in Latin America and particularly in Colombia, in relation to the subject. He has argued that organizational culture is strengthened when its members acquire the ability to share both material-related aspects (utilities, materials) and those preponderant intangibles (decisions, information) to fragment the traditional administration paradigm: privileged knowledge (Aktouf and Chrétien 1995).

Aktouf openly criticizes the economic postulates of the current system and based on the results of his ethnographic research with the Cascades Company, it is allowed to assert the existence of two large groups in the companies: the leaders and the directors. These "sub-systems" have been differentiated based on criteria of language and symbolism that sometimes lead them to oppose. However, proper management of these criteria would lead companies to experience the opposite phenomenon: "everyone is encouraged to assert their point of view, to make suggestions; everyone is heard" (Aktouf and Chrétien 1995, 130). Similarly, it supports the need to reappropriate work at all organizational levels "so that the tool-object (the passive, silent and obedient employee) gives way to the active actor subject, with initiative, creativity and versatility, factors that combined with his human values return the *raison d'être* of his existence" (Aktouf 2001, cited in Monroy 2005, p. 136).

The previous postulates converge in the claim of being within the organizational context without limiting it to a functionalist perspective. With this, the company, understood as a physical and inert entity, would take its authentic role: as a means through which the human being is dignified and developed in all aspects that make him human (Arandia and Portales 2015).

2. Methodology

This research used primarily a qualitative approach that facilitated 1) the application of a flexible inquiry process that took into account the interpretations immersed in the object of study (the hotels of Villa de Leyva), 2) a complementarity between the data obtained, as well as its 3) subsequent analysis (Hernández, Fernández and Baptista 2014). This descriptive study used as a research method the case study, which is characterized by facilitating the reconstruction and systematization of the events observed during the investigation, in addition, to externalize the elements that require special consideration in the future (Luna and Rodríguez 2011). This sought to holistically understand the speeches issued by managers and collaborators in the hotels. It should be noted that the participants were selected through a sample for non-probabilistic convenience, where factors such as seniority, recognition and availability were taken into account when participating in this exercise.

The information gathering technique used was the interview, which is understood as "an exchange through questions and answers, which achieves a joint communication and construction of meanings regarding a topic" (Hernández, Fernández and Baptista 2014, 403). This instrument was validated with thematic experts before the application and the categories immersed in it emerged from the main aspects included in the state of the art. In the same way, the application was carried out in person through a semi-structured questionnaire in November 2017, which included questions for both managers and collaborators, in total fifteen questions were applied for the first and Twelve for the second. Subsequently, the content analysis technique was implemented, and the data triangulated, in order to corroborate the validity of the information collected.

As a limitation of the investigation, the impossibility of interviewing more than one collaborator in each of the selected hotels should be mentioned, since there was some fear to express the information, issuing very specific answers. Finally, in order to ensure the confidentiality of the information, no hotel or interviewee data will be incorporated, only fictitious names are used.

3. Case Studies

a) *Hospedatour*: it is an organization that has more than twenty years in the market and its history goes back to the interest that a family had, who previously worked at the Hotel Márquez, to start their independent activities, taking advantage of the recognition they had in the region. In the first instance, the owners leased this building, until later they could acquire it. Currently, various infrastructure and management adjustments have been made in order to respond to new trends in the hotel sector.

Of the three hotels evaluated, this is the smallest in terms of infrastructure and number of employees. In this organization there is no differentiation between ownership and management and it was possible to denote compliance with the Colombian Sector Technical Standard 002 -NTS-TS 002- which, in addition to being a legal requirement for registration within the National Tourism Registry, has made them aware of the care they should have with the cultural and ecological heritage. Similarly, the application of this standard has led to a greater prevention of commercial sexual exploitation of children and adolescents - ESCNNA.

Regarding the internal management of the hotel, the following aspects stand out:

- Some degree of informality was evidenced in the hiring processes by providing a greater degree of relevance to those “recommended” people.
- Internal processes (grooming, format completion) are described as strict.
- The motivation of the collaborators is oriented to economic and labor criteria, since for the manager the most important thing for them is “to have employment and to ensure the benefits of law”. Contrary to the above, they state that they would like to have an additional economic incentive in the future.
- The website invites potential clients to raise awareness and understand local traditions, supporting the acquisition of handicrafts, taking care of flora and fauna and, in particular, the protection of human and children's rights, without However, these elements do not deepen much in the interview, which makes them doubt their real application.
- Decision-making is assumed centrally, and sporadic meetings are held, which are generally informative in order to improve processes.
- The owners claim that their main added value is customer service. A relevant concern was evidenced by obtaining positive comments on the web pages and in case of any difficulty with a client, a follow-up process is carried out in order to detect what failed during the stay.
- The manager identified that one of the social functions of the hotel may be the inclusion of head of household mothers within their work team, considering that they could be qualified employees.

b) Hotel Villa: This growing business group not only has offices in Villa de Leyva, but in other municipalities of Boyacá. Considering that it is a hotel business group; the management style is characterized by demonstrating a certain degree of decentralization between ownership and management. Like Hospedatur, compliance with legal requirements, environmental care and prevention of CSEC is evident.

Regarding the internal management of the hotel, the following aspects stand out:

- The employees are rising in charge in accordance with the experience acquired in their work.
- Internal processes are fulfilled through the completion of formats. The documentation is highlighted as a positive aspect of the organization that, in addition to facilitating compliance with the legal precepts, according to their vision, allows them to be in contact with the users to know their concerns.
- The motivation towards the collaborators is promoted by the management through bonuses in high seasons, the training, the payment of per diem when transfers to other cities originate, fluid communication with the owners and labor stability. The collaborators state that they are pleased with the work, in particular due to the projection of the hotel, the economic bonuses, the good treatment, the possibilities of promotion and the opportunity to continue training through the study.
- The website highlights certain social responsibility actions, such as the protection of minors, natural resources, flora, fauna, conservation of archaeological monuments, non-discrimination of vulnerable populations, the right to privacy of guests and a commitment to the proper management of solid waste. However, these elements did not deepen the interviews.
- Regarding decision-making, the participation of both the middle management levels and the collaborators in the meetings held monthly is evident. However, they would like to have a greater degree of decision regarding the improvement of certain elements of the hotel.
- With regard to added value, the manager emphasizes the importance of the character, commitment and spirit of leadership of workers. It also considers fundamental the customer service, assertive communication, the offer of different meals, the offer of adequate and quiet spaces and, in general, the creation of a unique experience. Employees also perceive the usefulness of providing excellent guest service based on an excellent attitude.

c) Hotel Márquez: it is the oldest of the three organizations, with a tradition of over forty years, and is considered a pioneer in the tourism sector of the region. It has a wide and recognized infrastructure, which is strengthened by its properties, belonging to a religious community. Beyond profitability, it seeks to generate social benefits for the municipality, and this also corresponds to some decentralization in decision making, differentiating ownership from the management of the organization. Regarding compliance with regulations, they are certified with ISO 9000 and NTS-TS 002 standards, have occupational health and safety policies, as well as other aspects tending to promote environmental care and heritage recognition in the region.

Regarding the internal management of the hotel, the following aspects stand out:

- They have social responsibility policies linked to the concept of sustainable tourism, as well as changes in infrastructure and operations that commit all social actors to local development.

- Aspects related to work regulations (safety, occupational health, quality and environmental impact) are highlighted.

- There is a formalization of employment contracts by providing the respective social benefits, the possibility of accessing training processes and the existence of adequate provision.

- Management is concerned with compliance with good manufacturing practices: proper management of swimming pools, food safety and microbiological and physicochemical treatments of both drinking water and waste.

- Both the assertions of the manager and of the collaborators converge in the existence of promotion possibilities according to the experience and career path.

- This information is also found on the website, particularly in the detailed exposition of the policy manual that clarifies all procedures on the treatment of information and security that the hotel follows.

- In the same way as the other hotels, there is an interest in avoiding ESCNNA and promoting cultural heritage, by encouraging programs for the proper management of natural resources and solid waste, the rationalization of electricity, the prevention of gases of greenhouse effect, like a Social Responsibility program, although it does not clarify the specific actions that are currently being developed.

- According to the manager, employees are essentially motivated by the peace and tranquility in which they live in the region and the good treatment granted in the hotel: refreshments, free meals, the celebration of various festivities such as Women's Day, Mother's Day, Father's Day, Love and Friendship, the New Year's Eve Party and Halloween, where various prizes are awarded.

- Some of the additional benefits that workers perceive are oriented to the training provided, the support to start studies, the existence of a common fund, which collects tips and that are distributed among all regardless of the position and, finally, the incentives Extra-legal economic, such as food supply.

- Decision making has a certain centralized nature on the part of senior management, but the middle levels also participate. This information was reiterated by the collaborators when informing that there are specific meetings for owners, managers and employees. The decisions made in the company are supported with the documentation made in the process and the required socialization exercise. Likewise, there is a suggestion box where employees can express their point of view regarding safety and health at work.

It is worth mentioning, the hotel manager identified the humanist administration as the management that takes employees into account through good treatment and communication, arguing that quality and good service with guests are the factors that differentiate them. Additionally, he identified the social purpose of the organization as a decisive factor in its management, as well as the training of personnel and the generation of commitment to workers.

In order to provide the reader with a synthesis of the elements obtained after conducting the interviews, table 1 is presented where the discursive contents of both managers and employees of the surveyed hotels are categorized.

It was evident that in the hotels studied in Villa de Leyva there is a tendency to make the hotel management independent of the owners from other actors (managers). In addition, there were few mechanisms that promote the participation of employees, since there is still a misperception and reductionist regarding these actors.

In the first instance, Hospedatour has a traditional management model, where the type of relationships that develop in the company depend on the affinity between the owner and the employees. Of the three hotels investigated, this is the one that is far from applying a humanistic management style, the collaborator is not perceived as an "equal", since there is evidence of distrust when delegating decisions, added to a limited level of motivation and a low sense of belonging to the organization.

In the Hotel Villa there is a management model primarily of a technocratic nature, taking into account the relevance of documentation in processes and material incentives to promote employee motivation. Certain elements related to the humanist management model were shown, reflected in the interest of the organization for the collaborators, the leadership of their owners and the willingness to maintain an adequate organizational climate.

Finally, Hotel Márquez is the closest to a humanistic management model, being the only one that synthetically addressed the concept of humanist administration by incorporating into its business philosophy an appropriate organizational culture, as well as promoting promotion and decision-making decentralized. However, there are technocratic characteristics such as the existence of formal documentation, respect for regular channels and some parity in the type of decisions that employees can make.

Table 1. Synthesis of the main characteristics of the management in the hotels of Villa de Leyva, Boyacá

Categories	Hospedatour	Villa Hotel	Márquez Hotel
Property-management	It has not been separated. The owner is the manager.	The owners occupy managerial roles but are in the process of delegating authority to third parties.	Separation between the owners (religious community) and the hotel management.
Processes	They are developed within the framework of NTS-TS 002, in order to comply with the law. However, there is some informality in recruitment and selection. On the other hand, rigor is perceived by the collaborators in complying with the guidelines.	Various formats and documentation for each hotel process are presented and the relevance of this information to comply with legal regulations is reiterated. There is limitation in the disclosure of documentation.	In compliance with ISO 9000 and NTS-TS 002 there is a quality management system, safety and health at work and sustainability. Each system is properly supported and has programs that demonstrate compliance.
Motivation	On the part of the management the generation of employment with benefits of law is recognized. Employees perceive training as relevant and would prefer economic incentives.	Economic bonuses, training, good treatment and job stability are highlighted. It is also relevant for employees the possibilities of promotion and opportunities for external training.	The manager perceives it in terms of peace and tranquility in the region, as well as good treatment, free meals and various celebrations. Additionally, employees add training and the existence of economic incentives.
Decision making	Centralized in the owners, with informative meetings.	Centralized in the owners, although it is gradually oriented towards the participation of middle levels. There are monthly meetings with all employees. They would like to participate more.	There is decentralization, in such a way that there are decisions that the owners make, others the middle levels and in a few the collaborators intervene.
Value added	Customer service and qualification of employees.	Projection of the hotel, character of the owners and diversity of services.	Good service and social purpose.

Source: own elaboration, based on the discourses of the interviewees (2018)

Proposed Recommendations:

With respect to Hospedatour, members should develop practices that integrate all social actors within the company at the time they decide to transcend the humanistic management model, which can increase the motivation of staff and the joint taking of decisions. Although there was no evidence of an internal crisis as a result of the application of the technocratic management model, it is convenient to review the daily practices that they carry out in the organization, since inconveniences such as high staff turnover could lead to a distance between the various hierarchical levels.

For the Hotel Villa, the execution of practices such as participation circles or other initiatives that motivate employees through the establishment of social rewards is recommended. Another suggested action lies in the implementation of actions related to corporate social responsibility, driven by philanthropic acts and not by compliance with regulations.

With respect to the Hotel Márquez, the promotion of humanist management requires actions such as:

1. The increase in decentralized decision making along with a greater relevance to teamwork, thus generating a versatility of employees.
2. Promote the distribution of profits and other social incentives.
3. In order to consolidate their corporate social responsibility practices, it is necessary to interact more frequently with social actors and develop initiatives that positively impact the environment. This will strengthen your corporate image and improve your reputation with guests.

Finally, it should be noted that after examining the CSR policies contained in the Hospedatour and Hotel Villa websites, it was observed that the text fragments were extracted from other websites. This can generate skepticism on the part of the client regarding the authentic commitment to fulfill the criteria of the NTS-TS 002, as well as the establishment of social responsibility policies.

Conclusion

A wider perspective-implications for other broader areas and domains. Future Work and Outstanding Questions.

The business management of the hotels has been detached from the traditional paradigm, where a “company-end user” relationship predominated, to adopt a systemic perspective in which their activities, attitudes, actions and behaviors are related to the social, economic and environmental impact generated (Salazar Duque 2016). To meet this set of expectations, management perspectives must be modified: well-being and development are ensured from an equitable and fair organization, where employees actively participate in their professional development, in order to have the opportunity to develop a high sense of belonging and get involved in an authentic way with their work. This proposed approach was observed briefly in one of the three hotels investigated in the municipality of Villa de Leyva; however, it was evidenced that there is a predominance of technocratic management, in which compliance with processes and technical standards is privileged from standardized mechanisms.

This study reveals that advances in the application of humanist management in hotels in Villa de Leyva are slow. Distrust of people and ignorance of new management styles can be considered as the catalytic factors of this phenomenon. As a result, the challenge for these organizations and, in general, for tourism-related companies within the Colombian context, is to prioritize the role of people in the work context and recognize them as the fundamental axis of the organization, thus causing the more or less extraordinary or spectacular results, from the point of view of numbers or image, reduce their degree of importance (Peña and Serra 2012).

It should be noted that the humanistic perspective has played a leading role in the administration, and its progressive implementation can solve the serious problems that arise in organizations. Therefore, the contributions made by radical humanism provide a useful space, through which the critical and argumentative debate on the purpose of organizations and the real meaning of work for people is encouraged. This has allowed the employee's perspective to be modified as a social actor capable of proposing solutions. Similarly, the manager's role has faced a redefinition process, as the work that can be played as a catalyst agent of interests in favor of all the social actors of the company and the environment is considered more relevant.

In the same way, this study can contribute to carrying out new comparative research that, through a cultural analysis in the national or international context, allows to characterize humanistic management. Additionally, it is suggested to project this type of observations to other companies related to the tourism sector: gastronomic establishments, travel agencies, bars, clubs, airlines, tourist representation offices, land transport companies, professional operators of congress fairs and conventions, landlords of vehicles, among others.

Finally, taking into account the context of increasing competitiveness in the tourism sector and the high levels of foreign investment in the country, as well as the significant number of tourists who will arrive in Colombia in the future after the post-conflict, humanistic practices they are presented as mechanisms which hotels can reinvent themselves and redefine themselves by virtue of the current situation. Therefore, paraphrasing Téllez (2018), this purpose can be specified when there is a position opposite to the pragmatism of the neoliberal economy and alliances are built that foster collaborative work between organizations in the sector, management initiatives are carried out in correspondence with the economic, cultural, demographic, historical and social conditions of the scenario where these organizations operate, and everyone's participation in the company is encouraged.

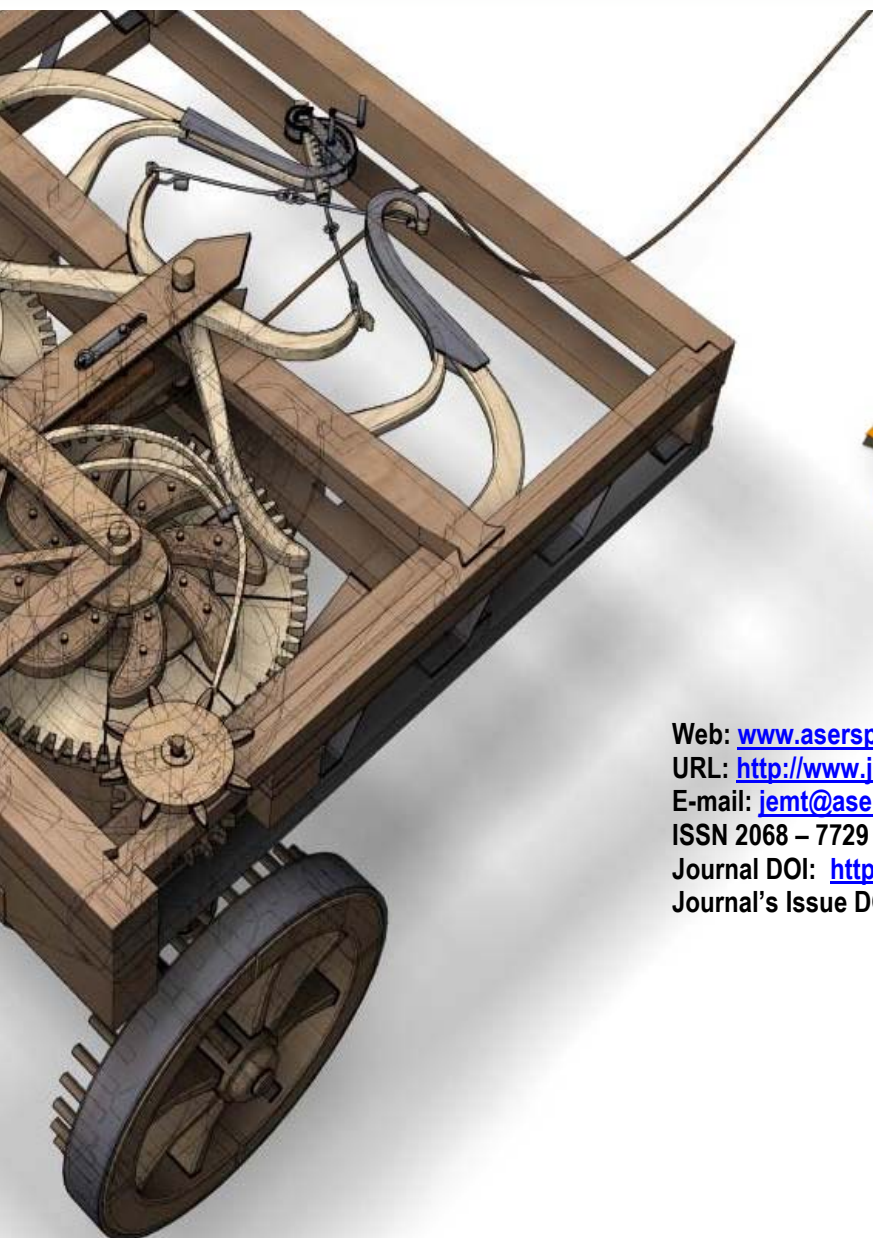
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