

Organizational Climate In The Hotel Industry Sector: Perceptions In The Southeast Of Mexico

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Citation: Abraham Gerardo Pérez-Sandoval, (2024), Perception Of The Organizational Climate In The Hotel Sector Of The Mexican Southeast Organizational Climate In The Hotel Industry Sector: Perceptions In The Southeast Of Mexico, *Educational Administration: Theory and Practice*, 30(7) 979- 989

Doi: 10.53555/kuey.v30i7.6987

ARTICLE INFO

ABSTRACT

In recent years, the Mexican southeast has benefited from the country's most important development plans and projects. These have favored an increase in hotel demand, which makes it imperative to improve management and productivity in this sector. Therefore, one element to consider is the organizational climate. The objective of this research is to analyze the perception of the organizational climate in workers in the hotel sector in the state of Tabasco, Mexico. The research had a quantitative approach with a non-experimental, cross-sectional, descriptive design. Data were collected with a questionnaire administered to 110 participants who responded voluntarily. The dimensions of the measurement scale were determined through an exploratory factor analysis; it validated the construct of organizational climate in three factors: remuneration, support and structure. These factors explain a total of 60.62% of the variance. To evaluate the internal structure of the scale, a confirmatory factor analysis was used that yielded satisfactory indices with respect to the goodness of fit of the model. The results indicate that more than half of the population perceives an unfavorable organizational climate; The highest percentage of disagreement was obtained by the structure dimension. It is concluded that this research provides a valid and reliable instrument for future research on the subject. It also provides data that allows measures to be taken to improve the organizational climate in the hotel sector.

Keywords: hotel sector, organizational climate, structure, support, remuneration.

INTRODUCTION

The hotel sector in Mexico is an important part of the country's tourism. Its infrastructure, competence and service is a reflection of persistence and growth, managing to position itself in eighth place in the world ranking of accommodation, which makes it a source of great economic value. Due to the inflow of foreign currency it generates, it contributes a considerable percentage to the nation's Gross Domestic Product (GDP) (Morales-Morales et al., 2023).

One of the regions with the greatest tourist preference is the Mayan world, made up of states of the Mexican Southeast (Tabasco, Chiapas, Campeche, Yucatán and Quintana Roo). Within these, Tabasco has historical and archaeological heritage and its geographical position places it at the gateway to this territory. Villahermosa, the capital city of the State, is taken as an important site within business tourism, becoming a regular venue for oil congresses (Guzmán-Sala & Ortiz, 2021).

The National Statistical Directory of Economic Units [DENUE] (2022) of the Ministry of Tourism of the Government of Mexico (SECTUR) shows that the State of Tabasco at the end of 2020 has an offer of 520 lodging establishments. These served 720,752 tourists, mostly residents of the country, a figure lower than that obtained in 2019 (1,408,949), a result that is derived from the arrival of the Covid-19 pandemic. The

management of the hotels, faced with almost 50% less occupancy, had to take drastic decisions to keep the cost and administration of these economic units afloat, many of them reaching the dismissal of their human capital.

With the end of the pandemic, there have been positive movements and an increase in demand. Data from the latest Statistical Compendium of the Ministry of Tourism of Mexico (2023) show that at the end of 2021 Tabasco had the arrival of 1,093,074 tourists, making it possible for hotels to reincorporate staff or hire new human talent to complete their collaborating base.

Tourism in Tabasco has a promising future. There is demand for the increase in hotel infrastructure (Guzmán-Sala & Ortiz, 2021). Therefore, the increase in the sector's labor market will be added to the existing one, which according to SECTUR data (2023) as of the last quarter of 2022 amounted to more than 4 million workers, representing 8.8% of national employment.

In addition to the above, in recent years Tabasco and the Southeast Region of Mexico have been the hosts of the most important development plans in the country such as the Mayan train and the Olmeca refinery, projects that bring with them an increase in hotel demand. Therefore, the hotel sector must improve its quality and effectiveness, managing and optimizing internal management skills. Among these capabilities, the preservation of a favorable organizational climate (OC) stands out, which represents one of the main axes of improvement that contributes to the achievement of company objectives (Álvarez & Ramírez, 2023; Parra, et al., 2021).

In this context, despite the numerical and economic importance generated by the hotel industry, there are few studies on the working conditions, the environment and culture that is lived among colleagues and the level of satisfaction of those who work in this area (Oehmichen, 2023).

Given the above, the objective of this research is to analyze the perception of the organizational climate in workers in the hotel sector in Tabasco Mexico, using an instrument validated through a confirmatory factor analysis.

Organizational climate

The organizational climate is a topic of relevance in numerous disciplines. Its importance is recognized in organizational environments due to the reciprocal actions between subjects and the organization (Sandoval et al., 2017).

There are various conceptualizations of organizational climate (Jayapraksh & Vijaya, 2024; Carrillo-Carreño & Bolívar-León, 2023; Becerra & Tejada, 2022; Bermúdez-Aponte et al., 2015). It has been defined as a grouping of characteristics that define the company, also as a set of properties of the work environment. In the same way, it has been determined as the individual perceptions of the workers regarding the environment that is lived within the organization and as the beliefs and attitudes of the collaborators that distinguish it from other organizations.

On the other hand, Segredo et al., (2016) state that the organizational climate is a system where the structure, actions and functions define its growth, it is a component where the relationships between its members meet and, therefore, it is an element that defines the success of the organization.

The organizational climate is formed by the relationship between staff and bosses, defined by the formal structure, the behavior of the collaborators and the management; it is made up of internal and external factors that act on the perceptions of the company's personnel, these appreciations are those that impact the climate of the organization (Olorunsola & Arogundade, 2012; Bravo et al., 2023).

According to Chiavenato (2014), the organizational climate focuses on the emotional state of each employee and the way they relate to their work environment, obtaining an appreciation of leadership, motivation, decision-making, the resources that the company has, and communication.

The organizational climate is an essential component for organizations that are interested in preserving a work environment in permanent improvement, it is the result of job satisfaction and this consequence is reflected in the productivity of employees (Aruldevi & Rajakrishnan, 2024; Castañeda-Santillán & Sánchez-Macías, 2022; Chiang-Vega et al., 2021).

Scholars on the subject have related it to leadership, motivation, employee behavior, and psychosocial risks, and agree that organizations need a healthy work environment in order to have motivated individuals who are accomplished with their work (Dávila-Morán et al., 2024; Dávila-Morán & Agüero-Corzo, 2023; Berberoglu, 2018; Contreras et al., 2009) in this context, Díaz and Carrasco (2018) state that cohesive organizational climates develop happiness, but if they are incoherent, they generate counterproductive consequences.

On the other hand, an unfavorable organizational climate has negative consequences, such as lack of job satisfaction, decreased productivity, conflicts, poor performance, uncertainty, and anxiety (Castañeda et al., 2023; Damiano-Aulla et al., 2024).

A malfunction in organizations hinders the achievement of objectives, therefore, knowing the work environment becomes a fundamental purpose in companies since it is a reflection of their competitiveness and productivity, on the other hand, it boosts the motivation, commitment and satisfaction of human resources.

Therefore, identifying the characteristics of the organizational climate in institutions generates a greater understanding of what happens within them in relation to their processes, provides relevant and reliable

information to make appropriate decisions, and is part of change management that aims at greater efficiency (Sánchez et al., 2022).

Chiavenato (2009) states that "research on organizational climate gathers information about the psychological field of people's work environment and their personal sensation in that context" (p. 553). Figure 1 shows the main aspects of the research on human resource attitudes according to Chiavenato (2009).

Figure 1. Elements of attitude research

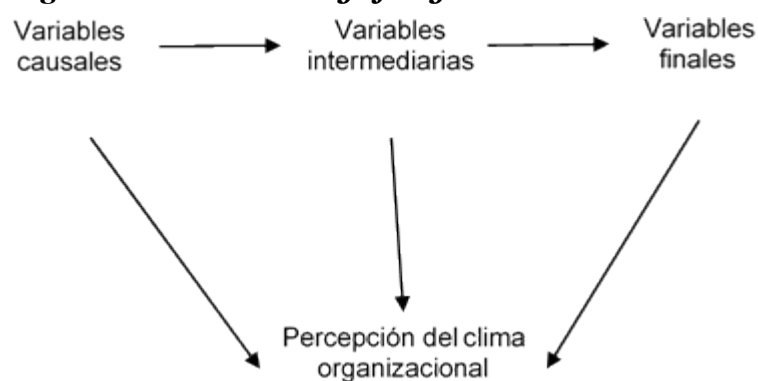


Source: Chiavenato (2009, p.554)

On the other hand, Rensis Likert (cited by Brunet, 1997) in his theory of organizational climate states that the behavior of employees is caused by the behavior of management and by organizational conditions and "allows us to visualize in terms of cause and effect the behavior of the employee." nature of the climates that are studied and also allows us to analyze the role of the variables that make up the climate that is observed" (Brunet, 1997, p. 28).

The so-called theory of organizational systems states that there are three types of variables that define the characteristics of an organization and that when mixed together they achieve the diagnosis of the organizational climate (Figure 2).

Figure 2. Likert's Theory of Organizational Climate



Fountain. Brunet (1997, p. 30).

The organizational climate is shaped by different factors since it has a multidimensional nature (Brunet, 1997). Antequera et al., (2021) mention that the dimensions that make up OC are indicators that seek to renew environmental conditions, improving mental, physical, and emotional balance, managing to unify individual approaches and behaviors. Given the above, the terms dimensions and factors are used interchangeably in this work. Table 1 shows the factors that make up OC according to Likert and Litwin and Stringer, recognized for their contributions to the study of this topic.

Figure 2. Organizational climate factors

Likert (1968)	Litwin and Stringer (1968)
Methods of control	Organizational structure
Motivation	Responsibility
Communication	Reward
Influence and interaction	Risk
Decision-making	Support
Setting the objectives	Standards
Control processes	Conflict
Results and improvement	

Fountain. Own elaboration based on Antequera, et. al. (2021)

Among the research on the organizational climate in hotels is that of Becerra and Tejeda (2022). Its object of study was to validate a measurement instrument composed of 4 factors: leadership, support, structure and contribution. This showed overall reliability of .905 in Cronbach's Alpha coefficient; exploratory factor analysis indicated a KMO of .916, a total variance of 60.14%, achieving a factor load greater than .500 in all identifiable variables of the component matrix rotated with the Varimax method with Kaiser. On the other hand, confirmatory factor analysis resulted in all fit measures of the model being acceptable.

Regarding the research carried out by Bárcenas and Pibaque (2022), the general objective was to know the incidence of organizational climate with work performance in hotels in Ecuador. They managed to perceive that the staff took into account the physical space where they carried out their activities and the objectives were achieved by the existence of a reward system appropriate to the needs; however, they identified a lack of organization when delegating activities, as well as a very short time to carry them out.

Another point that generated certain difficulties to carry out their activities is the furniture and equipment available, since it is old or, in its case, obsolete. The lack of trust and communication among workers, together with the lack of integration activities, are highlights in the results of the research.

Thus, with reference to previous studies and based on the dimensions established by Litwin and Stringer (1968 cited by Brunet, 1997), this paper proposes a new modeling of OC research composed of 3 factors: remuneration, structure and support. With the intention of corroborating and testing the model, the following hypotheses are proposed:

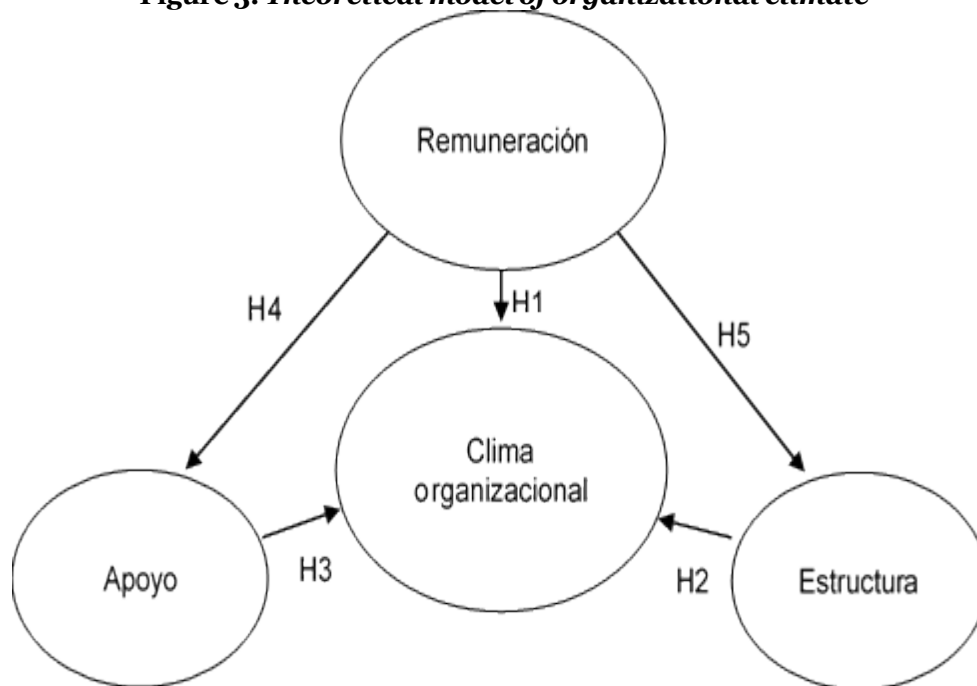
H1: Remuneration positively and significantly affects the OC.

H2: The structure has a positive and significant impact on the OC.

H3: Support positively and significantly impacts the OC.

H4: Remuneration positively and significantly affects the structure.

H5: Remuneration positively and significantly affects support (Figure 3).

Figure 3. Theoretical model of organizational climate

Source: Authors.

DEVELOPMENT

Research Design

The research was carried out under a quantitative approach with a non-experimental, cross-sectional, descriptive design, allowing direct information to be obtained without manipulation of the variables, the data were collected in a single space of time and statistical methods were applied for its analysis (Hernández et al., 2014).

Population

The study was conducted in the hotel sector in Tabasco, Mexico. There was no method of selecting participants, so a population census was carried out, which made it possible to survey all employees to prevent those excluded from perceiving that their opinion is not taken into account (Hernández et al., 2014). Table 2 describes the demographic characteristics of the population.

Table 2. Description of the demographic values of the population

		Gender				Marital status			
		Men		Women		Bachelor		Married	
Department	Population	n	%	n	%	n	%	n	%
Maintenance	12	12	10.9%	0	0.0%	2	1.8%	10	9.1%
Safety and Bell Boys	15	15	13.6%	0	0.0%	4	3.6%	11	10.0%
Kitchen	11	6	5.5%	5	4.5%	7	6.4%	4	3.6%
Stewards	5	5	4.5%	0	0.0%	4	3.6%	1	0.9%
Restaurant	12	11	10.0%	1	0.9%	1	0.9%	11	10.0%
Comptroller	18	11	10.0%	7	6.4%	9	8.2%	9	8.2%
Reception	6	2	1.8%	4	3.6%	4	3.6%	2	1.8%
Sales	5	1	0.9%	4	3.6%	4	3.6%	1	0.9%
Housekeeper	19	5	4.5%	14	12.7%	14	12.7%	5	4.5%
Executive Committee	7	5	4.5%	2	1.2%	3	2.7%	4	3.6%
N =	110	73	66.2%	37	32.9%	52	47.1%	58	52.6%

Source: Authors.

The age of the study subjects is between 18 and 62 years old, the age range with the highest percentage in the population is from 23 to 27 years old, occupying 24.5% of the total population. On the other hand, Table 3 shows the seniority and type of hiring of the personnel working in the hotel sector.

Table 3. Seniority and type of employment of employees in the hotel sector

Antiquity	Type of Contracting				
	n	%		n	%
From 6 months to 1 year	24	21.8%	Confidence	58	52.7%
From 1 to 3 years old	31	28.2%	Unionized	52	47.3%
From 4 to 6 years old	20	18.2%			
From 7 to 9 years old	4	3.6%			
From 10 to 12 years old	10	9.1%			
From 13 to 15 years old	3	2.7%			
Ages 16 and up	18	16.4%			
N=	110	100%		110	100%

Source: Authors.

Research instrument

For data collection and to establish the model, the questionnaire developed by Rojas (2020) was taken as a reference. In the first part of the instrument, sociodemographic variables appropriate to the study population were added, such as age, gender, marital status, department, seniority, and type of contract (Table 3). The second part consisted of 10 items on a Likert-type scale structured as follows: "strongly disagree" (1), "disagree" (2), "agree" (3) and "strongly agree". Table 4 shows the definitions of the dimensions that make up

the variable under study, as well as their level of reliability. The reliability of the total of the items resulted in a Cronbach's Alpha of .910, which, as Oviedo and Campo (2005) point out, is an acceptable level.

Table 4. Definition of the dimensions of the organizational climate variable

Variable	Dimension	Definition	Cronbach's Alpha
Organizational Climate	Remuneration	Employee's perception of the economic remuneration and promotions they receive for their performance and seniority in the company.	.847
	Support	Employee's perception of respect, collaboration, communication, and integration within their work team.	.816
	Structure	Employee's perception of the achievement of the company's mission, vision, objectives and challenges.	.875

Source: Authors.

Data collection and analysis

The data collection was carried out in a physical space of the hotel sector in Tabasco, Mexico, with the objective that the data collected would show a true evaluation criterion by the collaborators, two fundamental strategies were applied to provide security and reliability to their answers: 1) the instrument was applied in groups of 20 people from different departments and 2) at the end, The questionnaire was deposited by each collaborator in a sealed ballot box to protect the privacy of their answers. A traditional method of data collection was used with printed questionnaires answered in pencil, solving doubts at the time of application. At the end of the process, the questionnaires were captured in the statistical program Statics Package for Social Science (SPSS) to proceed with the statistical analysis.

Exploratory factor analysis

To measure the organizational climate construct in the hotel sector, an instrument was developed which had 23 items. The data validity verification was carried out based on the following process (Valdés et al., 2019): 1) an asymmetry and kurtosis analysis was carried out, eliminating the items that were outside the +2 and -2 ranges since they showed an abnormal distribution and affected the validity of the model. In this way, a correct normality of the data was confirmed; 2) through the analysis of communalities, only identifiable variables with a value greater than .30 were accepted; and 3) an exploratory factor analysis was applied with the method of maximum likelihood and direct Oblimin rotation. Table 5 shows that the statistical values are adequate for construct validation.

Table 5. Bartlett's KMO and sphericity test

Kaiser-Meyer-Olkin Sample Adequacy Measure		0.859
Bartlett's sphericity test	Approx. square	Chi- 944.358
	Gl	105
	Gis.	0.000

Source: Authors.

The exploratory factor analysis confirmed the proposal of an instrument with 10 items and three dimensions: remuneration, support and structure, explaining a total variance of 60.622% (Table 6). Another point to highlight is the factor loads of each item, which are above .30, showing optimal results (Valdés et al., 2019). This process supports the validity of the instrument applied in this study.

Table 6. Exploratory factor analysis of the dimensions of the organizational climate variable

	% variance	Factor load	Communalities
Dimension 1. Remuneration	44.997		
Q1. The company's workers receive adequate training to carry out their activities.		0.871	0.702
Q2. My good performance is rewarded by the company.		0.544	0.491
Q3. Staff seniority is taken into account for promotion.		0.383	0.432

Results and discussions

After checking the validity of the instrument, with the scores obtained in the surveys, the perception of the organizational climate was identified through a frequency analysis classifying the responses into 4 groups: 1) subjects in the study with scores below or equal to the 25th percentile, 2) with scores greater than the 25th percentile and below the 50th percentile, 3) with scores above those who achieved scores of the 50th percentile and below the 75th percentile and 4) all those whose scores are above the 75th percentile. The results are shown in Table 8.

Table 8. Organizational Climate by Dimension in Hotel Sector Collaborators

Dimension	CO Analysis	Percentile	Rank	%
Remuneration	Employees strongly disagree with the remuneration they receive for their work.	25	≤ 2.33	28.2%
	Employees disagree with the remuneration they receive for their work.	50	$2.34 < 2.83$	28.2%
	Employees agree with the remuneration they receive for their work.	75	$2.84 < 3.04$	19.1%
	Employees are in full agreement with the remuneration they receive from the company.	100	$3.05 \leq 4$	24.5%
Support	Employees strongly disagree with the support they receive from their work team.	25	≤ 2.8	26.4%
	Employees disagree with the support they receive from their work team.	50	$2.81 < 3.0$	26.3%
	Employees agree with the support they receive from their work team.	75	$3.1 < 3.8$	25.5%
	Employees are in full agreement with the support they receive from their work team.	100	$3.81 \leq 4$	21.8%
Structure	Employees strongly disagree with the company's structure.	25	≤ 2.25	28.2%
	Employees disagree with the company's structure.	50	$2.26 < 3.0$	37.3%
	Employees agree with the company's structure.	75	$3.1 < 3.5$	19.0%
	Employees are in full agreement with the company's structure.	100	$3.51 \leq 4$	15.5%

Source: Authors.

It is possible to observe in Table 8 that, in the 3 dimensions analyzed, more than 50% of the subjects indicated an unfavorable organizational climate, with the highest percentage of this dissatisfaction (65.9%) being found in the structure dimension. On the other hand, in the support dimension, 47.3% of the population under study stated that they perceived a better organizational climate.

The measures of central tendency confirmed the previous results, on average, in the dimensions of remuneration and structure, the propensity of the answers was towards "disagree", indicating an unfavorable organizational climate in these dimensions. In the support dimension, the trend of the responses indicates a better organizational climate without being perceived favorably by all the study subjects, these results are presented in Table 9.

Table 9. Descriptive statistics of the organizational climate in hotel sector employees by dimension

	Remuneration	Support	Structure
Stocking	2.71	3.20	2.75
Median	2.66	3.00	3.00
Fashion	3.00	3.00	3.00
D.E.	.693	.584	.791
Minimal	1	1	1
Maximum	4	4	4
N	110	110	110

Source: Authors.

In order to identify more accurately the aspects where the organizational climate was indicated with the highest score as unfavorable, and with these data to have an accurate overview to design strategies that allow its continuous improvement, the descriptive statistics were calculated for each of the items.

The lowest means were identified from P2 and P3, which correspond to the "remuneration" dimension, inferring that hotel sector personnel perceive their performance as not rewarded by the company and consider that their seniority in the job is not an element considered by management to obtain a promotion.

The descriptive analysis confirmed greater disagreement in the structure dimension, indicating in the three items mean below 3. One piece of data deserves attention, in none of the items was obtained above 3.5 in its mean, indicating a lack of tendency towards "totally agree" and, therefore, an organizational climate with opportunities for improvement (Table 10).

Table 10. Descriptive statistics of the items with the highest and lowest mean by dimension

Items	N	Minimal	Maximum	Stocking	D.E.
Dimension 1. Remuneration					
Q1. The company's workers receive adequate training to carry out their activities.	110	1	4	3.07	.798
Q2. My good performance is rewarded by the company.	110	1	4	2.48	.853
Q3. Staff seniority is taken into account for promotion.	110	1	4	2.60	.890
Dimension 2. Support					
Q4. I am accepted by my work team.	110	1	4	3.27	.676
Q5. Among colleagues we support each other.	110	1	4	3.06	.769
Q6. There is respect between workers and managers.	110	1	4	3.25	.747
Q7. I consider the opinion of my colleagues important.	110	1	4	3.20	.636
Dimension 3. Structure					
Q8. The general manager and my immediate boss constantly remind me of the company's mission and vision.	110	1	4	2.70	.963
Q9. The company assigns goals to each department.	110	1	4	2.90	.856
Q10. The company assigns me challenges that I can achieve.	110	1	4	2.67	.889

Source: Authors.

CONCLUSIONS

A research of organizational climate in the hotel sector in Tabasco, Mexico, was carried out. In the study, a theoretical model of organizational climate was proposed, made up of the factors of remuneration, structure and support.

To validate this model, a research instrument was applied to the study subjects, a confirmatory factor analysis was carried out that tested the hypotheses raised. The hypotheses raised were tested, it was confirmed that remuneration, structure and support have a positive and significant impact on the organizational climate and it was shown that remuneration has a positive and significant impact on structure and support.

This result corroborates what was stated by Becerra and Tejeda (2022) who, in their model to determine the factors of the organizational climate in hotels, ratified that support and structure are present in the organization's environment.

Regarding the perception of the organizational climate in the study subjects, in general, an unfavorable work environment was identified in more than 50% of the population. In the dimension of remuneration, it was found that 56.4% consider that they are not remunerated according to their performance and seniority in the company. This result deserves special attention from management because this factor is an element that affects the environment of the organization and, therefore, productivity.

In the dimension of support, the organizational climate was also unfavorable, 52.7% feel that respect, collaboration, communication and integration within their work team are not desirable.

The organizational climate with the highest unfavorable score was in the structure dimension, with the responses of 65.9% of the respondents, which indicates a lack of dissemination of the company's mission and vision, lack of well-defined goals, and lack of challenges to be met; This perception is a red flag that management must pay special attention to.

It is expected that this work will be useful for researchers in the field of organizational climate and provide information to design strategies that seek to improve the work environment and consequently, in the achievement of the organization's objectives.

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