Quality of services under the perception of management of the hotel industry

Calidad de los servicios bajo la percepción de la gerencia del sector hotelero

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Abstract

Selling products or providing services with Quality is a permanent issue any size Within Organizations, specially in the tourism industry globalization Where the services provided Demands That foreign clients to meet international quality standards. In the city of Campeche, small hotels With the city's colonial characteristic style are opening, Which Represents an Important investment in infrastructure made by Their owners but this is not enough to be well perceived by Their guests. The main objective of esta research is to Identify the perception That quality About the hotels' managers as intern customers and Have Largely responsible for the elements operating results. This study is descriptive non-experimental transverse With design, a sample was not Calculated from the population under study, Which is integrated by small hotels, Instead it was built from data of the Mexican Business Information System. The results Obtained through the Quality Perception index Indicate That, Contrary to what was expected, the managers Consider That the services provided by the companies collaborate Where They do not reach adequate quality levels, Which is a point starting to review the Processes That Currently EXECUTE and if Necessary, design new strategies allow them to raise That the quality of services and be competitive Their in the Market Where They Participate.

Quality, Leadership, Organizational Culture, MSMEs

Resumen

Vender productos o prestar servicios con calidad es un tema que ocupa permanentemente a las organizaciones sin importar el tamaño de las mismas, particularmente en el sector turístico donde la globalización exige que los servicios ofertados a los clientes externos cumplan estándares de nivel internacional. En la ciudad de Campeche se están aperturando pequeños hoteles con el estilo colonial que caracteriza a la localidad con importante inversión por parte de los propietarios en infraestructura, lo cual no es suficiente para que sean bien percibidos por sus huéspedes. Este trabajo tiene como objetivo central identificar la percepción sobre calidad que tienen los gerentes de los hoteles como clientes internos y responsables en gran medida de los resultados de la operatividad. El estudio es descriptivo con diseño no experimental transversal, la población la integran pequeños hoteles a los que no se determinó una muestra considerando su número, sino que fueron censados según datos del Sistema de Información Empresarial Mexicano; los resultados obtenidos a través del índice de Percepción de Calidad indican que, contrario a lo esperado, los gerentes consideran que los servicios otorgados en las empresas donde colaboran no reúnen niveles adecuados de calidad, lo cual es un punto de partida para revisar los procesos que actualmente llevan a cabo y en su caso diseñar nuevas estrategias que les permitan elevar la calidad de sus servicios y ser competitivos en el mercado donde participan.

Calidad, Liderazgo, Cultura organizacional, MSMEs

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Introduction

Nationally tourism is a source of wealth for Mexico, as it ranks third in foreign exchange earnings after oil activity and dollar remittances sent home by Mexicans working abroad; therefore, retention and development of economic units involved in this market is a priority of economic policy (National Development Plan, 2013-2018 PND)

At the state level the guiding document of the economy (State Development Plan, PED 2015-2021) aims to strengthen the use of Campeche tourism potential to generate economic growth and social welfare through the organization of the sector, to promote a greater flow of investment and financing to increase the competitiveness of activity sustainably.

Main tourist assets the state owns the fortified city of Campeche, the only walled city in Mexico that has the distinction of Cultural Heritage granted by UNESCO in 1999 as well as the distinctive mixed heritage (cultural and natural) is given to the ancient Mayan city of Calakmul protected tropical forests since 2014. it has 16 archaeological sites open to the public where you can appreciate the Mayan culture two site museums and 9 museum spaces (PED 2015-2021).

Rationale

As part of the strategic objectives of PED 2015-20021, the city of Campeche intends to position itself as a final destination, not passing to other parts of the Yucatan Peninsula, thus making the sector rebound an important source of income and employment after the oil activity is focused on Ciudad del Carmen, and is currently undergoing serious economic stability problems; In this sense Campeche tourism MSMEs, must identify their competitive advantages to achieve economic growth. The hotel industry needs companies know their financial situation, level of infrastructure, operation and processes implemented to position themselves in a market that demands quality comprehensive services to domestic and foreign tourism.

Problem Statement

Based on the national survey of occupation and employment at the end of the fourth quarter of 2017 prepared by the INEGI (2018).

The tourism sector provides employment to 7% of the total economically active population, exceeding educational services sector (5%), and lower the construction sector (8%). Regarding its contribution to national GDP, this is equal to 8.7% in the same period

Before the outbreak of the oil crisis that has consequences at international and national level, the federal and state governments have parallel lines of action in tourism policy to strengthen research and knowledge generation in this sector, strengthening their infrastructure and quality of services through a diversification that allows to innovate the supply of them and consolidate destinations in order to position Mexico at the international level in segments such as cultural tourism and ecotourism.

The strategies outlined in the governing documents seek to encourage tourism investments of MSMEs promoting the care and preservation of cultural, historical and natural heritage of the country (PND 2013-2018). Based on the above studies that contribute to the strengthening and development of the companies involved in this sector, to turn them into agencies who offer competitive international services as required by globalization required.

Objectives

This study aims the following objectives:

a.   Identifying quality dimensions and variations in MSMEs of the hotel sector of the city of Campeche.

b.   Set the perception of management regarding hotel services offered at participating organizations.

Theoretical Framework

Castellucci (2009) discusses aspects of quality of tourism services and its problems in terms of organizational culture of tourism businesses in mature called destinations, and whose characteristic saturation of public space, and regulate quality of services, escaza generation capacity thereof and reduced tourist spending in them, as reflected in the stagnation of development.

The author believes that these organizations should be geared towards a culture of quality based on the set of beliefs, values, norms and practices to provide a service that meets customer expectations.

Quality hotel services MSMEs

In researching bonding company, capital and quality Castellucci (2013) points out that the profile of the organizational culture and senior management of tourist service companies constitute one of the main limiting factors when trying to implement management systems quality, which also cognitive and structural components of its capital also limit the development of this culture, it is noteworthy that in those cases where management is made up of entrepreneurs and / or young professional characteristics and attitudes that favor development are noted it becoming an enabling factor.

Meira, and Rojas (2014) developed a bibliometric analysis of the scientific production of research on the quality of tourist services, finding that has generated knowledge on this issue and a set of opportunities for new research, considering that studies developed basically they concentrated in North America, Europe and Asia, giving opportunity to expose the problems in the southern hemisphere. Provide quality services in the hospitality sector, is not a problem of geographical nature, as the phenomenon of globalization requires companies to provide services with identity and world-class, as studied Monsalve and Hernandez (2015) hotels MSMEs, Bucaramanga, Colombia, who identify influential aspects such as loyalty, promotion, innovation, promise of sale, equipment and training of human talent. One result that stands out is the consideration of quality by users at those hotels that provide solutions to the problems that arise and the attitude of workers when addressing the situation.

For its Foronda and Garcia (2009) part, consider that quality is a differentiator in tourist destinations such as axis strategy and forces to renew quality plans developed by organizations, which have promoted the implementation of planning tools in mature and emerging tourist destinations; have strengthened cooperation networks of public and private administrations, they are a way of acting and cause a dynamic effect on the tourism sector in Spain.

However, there are few initiatives that address the problems of the tourism sector, it is necessary to define new lines of work into new segments and avoid unrelated to the competitiveness of destinations and tourism products performances. Spain is among the countries that has focused improving the competitiveness of tourist destinations in service quality in the hotel sector, however the success of their programs depends on the final perception of tourists, either generally or in any particular topic service, as studied Fuentes, Hernandez and Morini (2016), who found that the recognized quality influences the satisfaction you get the client differently depending on the size studied in the sample. It was established that the average quality of services in five star hotels is high and the customer does not notice a significant difference; the differences are greater in three-star hotels,

Ibañez (2011), made a diagnosis of the quality and competitiveness of the tourism sector in Mexico whereas economic globalization intensifies competition between destinations, pointing to the need to undertake efforts to maintain the privileged position held Mexico, who has not it has established a culture of quality and competitiveness which causes their tendency to lag in the ranking of the top tourist destinations in the world, which recommends implementing programs to certify staff training, provide facilities for companies and workers to obtain certifications quality, accurate and updated originate from government institutions information, improving access to information;encourage socially responsible companies to encourage the use of alternative energy and enhance the human resources at all levels, which affects the image the company, the destination and the country offer tourists.

As part of the investigations to diagnose the quality of hosting services, Reyes Guzman and Morales (2015) developed a work that allows them to meet the expectations and perceptions of tourists in Acapulco, Gro., Using the Servqual model, finding that best evaluated variables were human resources, with a perception above expectations, but not in the case of facilities and equipment, which allowed them to point out the need to modernize the traditional areas of tourist destination to regain competitiveness and increase hotel occupancy, which has remained stagnant in recent years in Mexico this port benchmark internationally.

Gutierrez and Rubio (2009), considered the need for a change in the culture of tourism enterprises and identified the human factor as a key element in managing service quality, this by observing the increased competition linked to improved quality and management systems, where finally the human factor mentioned but was not involved as a key player in the development of services to achieve customer loyalty and customer satisfaction; the above defined as single evaluator of quality customer service and the subjectivity of perception.

In seeking to improve the quality management strategies are developed in tourism organizations (Fernandez, Gonzalez and Uzcátegui, 2008), which have been studied from different angles, in this regard analyzed the internal and external factors that determine your address.

The population studied under a population census in Venezuela Falcón states that the strategies that have implemented hosting companies do not have a strategic direction, although they are flexible in their organizational structure, technological capabilities and human talent. Researchers established the need to develop an organizational culture aimed at fostering employee engagement, innovation and audit service quality among users.

Fernandes Bezerra (2015) analyzed the attractiveness and quality of services in Pipa, Brazil, recital 28 service attributes to set expectations and build an array of opportunities, finding the need to improve service in the security aspects, relationship -price and service availability.

War and Cardozo (2010), considered competency management is a tool that helps ensure service quality in tourist inns Tachida Venezuela, these researchers consider the human factor mainly in the sector, therefore, identify the need to train and educate personnel planned, measure their performance and so along with other elements to evaluate the service.

They proposed a tool based on skills and Servqual variables to determine the key positions, both generic skills profiles and specific, seeking to raise demonstrated performance.

Competitiveness in the tourism sector MSMEs

The need for competitive MSMEs is not a local concern but has been detected in different countries and does not exclude the tourism sector as pointed out by Rodriguez and Guisado (2002), in the study of competitiveness and strategic analysis of tourism in Galicia , Spain aware that tourism is able to boost the country's economy, which is reflected in its contribution to GDP, although not all tourist areas exploit their full potential, therefore suggest the need to redefine the collective strategies for maximize their comparative advantages and to transform them into competitive advantages, having as main objective the sustainability of the activity over time.

On the other hand, Lillo, Ramón and Sevilla (2007), analyzed human capital as a strategic factor for the competitiveness of the tourism sector, since they consider it a key piece in a new international context by providing intangible but differentiating values that become competitive advantages.

These authors establish that the personnel that collaborates in the tourist SMEs must have an education derived from policies that elevate the quality of the services training the human resource with which it is counted, and not to which it would be desirable to have.

With the aim of analyzing the relationship between competitive success and four factors of the internal environment of SMEs (human resources, strategic planning, innovation, technology and quality certification) Estrada, García and Sánchez (2009), developed a study where they could establish that highly competitive SMEs for the case of the population studied are those whose products, processes and management have a higher technological level and have a strategic plan, however they found no empirical support for the variables of human resources and quality certification; Based on their results, they point out that innovation should be understood as a permanent process that becomes a way of thinking and managing, and that technology applied to processes can provide companies with a competitive advantage, since it is difficult to imitate; in this sense, the biggest obstacle is making the financial investment for this type of assets.

Ibañez (2011), believes that currently there are factors whose relevance allow us to consider that Mexico is competitive in the tourism market since it has: a) resources and natural and cultural attractions, b) the warmth of the people, c) the tranquility of some tourist destinations despite social conflicts and insecurity in some regions of the country, d) willingness and desire to do things well, e) incorporation and use of technologies in the development of tourism, f) entrepreneurs who believe and bet on the future of Mexico, g) governmental support to the sector as a key element to the economic development of the country, h) potential to develop new market segments, based on the nature of the country's cultural values, framed by friendly environmental practices.

Research Methodology

Kind of investigation

The study is descriptive because it measures or collects information about the variable subject to study. The design is non-experimental cross-sectional since data were collected in a single moment in its natural context, by means of questionnaires administered to the managers of MSMEs of the hotel sector as internal clients of the companies, with the purpose of describing variables and analyzing their incidence. The method used for the collection of quantitative information is through fieldwork and the technique used is the survey (Hernández, Fernández and Baptista, 2014).

Subjects in the study

The population was satisfied with tourism MSMEs from the hotel sector, specifically hotels and hostels that do not belong to hotel chains or franchises in the city of Campeche. The companies identified with this specialty were 26, according to the directory of the Mexican Business System as of February 2, 2016. Of the 26 hotels identified, 23 participated, representing 88% of the initial universe.

Instrument

To obtain the quantitative information, the questionnaire designed by Parasuraman, Zeithaml and Berry (1985) was used.

This instrument is linked to the central objective of the research by contributing to the identification of the expectations and perception that hotel managers have regarding the services offered by the participating companies and thus identifying areas for improvement, the elements that comprise it they are indicated in Table 1.

Dimension	Operational Definition	Reagents	Proportion
Tangibility	It is the operational and administrative infrastructure that serves as the basis for the services offered by the organization.	1, 2, 3, 4	22.2%
Reliability	Processes are developed by the staff of the company through which services are provided.	5, 6, 7, 8, 9	27.7%
Answer's capacity	Operations carried out by employees of the organization in a timely manner.	10, 11, 12	16.7%
Warranty	Conducting processes by staff with attitude and dedication to customer service.	13, 14, 15	16.7%
Empathy	Processes are developed by employees with a sense of identity to the client.	16, 17, 18	16.7%

Table 1 Definitions of the questionnaire administered to the managers of the MSMEs of the hotel sector
Source: Prepared with data from Parasuraman, Zeithaml and Berry (1985)

The instrument considers scores assigned in a Likert scale with values ranging from 1 = strongly disagree, 2 = Disagree 3 = Agree and 4 = agree.

The questionnaire will be added an initial section for socio-demographic information and position of the manager, followed by questions to establish the administrative profile of the organization.

Driveability 3.4 Instrument

Previously he conducted a pilot to assess understanding of the instrument with 10% of the population yielding a Cronbach's alpha of 0.902. Subsequently the test was replicated obtaining the values for the general instrument and dimension same as shown in Table 2.

Dimension	Number of items	Cronbach
Perception of quality	18	.937
Tangibility	4	.887
reliability	5	.874
Answer's capacity	3	.770
Warranty	3	.720
Empathy	3	.535

Table 2 Reliability survey administered to managers of MSMEs in the hotel industry
Source: Prepared based on statistical information

It is pertinent to note that the reliability parameter dimension "empathetic", may be considered under certain standards; however, it must be pointed exposed by Kerlinger (2002), which states that when a tool does not reach an index that is deemed reliable, this may be because the quantity of reagents was insufficient because few reagents may arise large error by chance or by the interpretation by the individual reagent. In the particular case of the questionnaire used, it contained three questions to measure the dimension under study; Another factor to consider in this result is that the population surveyed was only 23 people.

Procedure for data collection and analysis

Questionnaires were applied personally to hotel managers lasting twenty minutes each, and the data were processed through SPSS version 21 software.

Results

At five dimensions that compose the variable they were determined the mean and standard deviation in order to analyze the near and far reagents assigned values, and the level of dispersion of the responses, same as shown in Table 3.

Dimension	N	Minimum value	Maximum value	Half	Standard deviation
Tangibility	2. 3	two	4	2.94	2.0879
reliability	2. 3	two	4	3.21	2.5568
Answer's capacity	2. 3	two	4	3.05	1.6693
Warranty	2. 3	two	4	3.31	1.2960
Empathy	2. 3	one	4	3.17	1.3440

Table 3 Descriptive statistics concerning the quality dimensions

In none of the five dimensions close to 4 values were obtained, the highest corresponds to the dimension "guarantee" and less than "tangibility" which indicates that managers of companies believe that staff inspires confidence to customers, but the facilities and infrastructure should be improved. Moreover "reliability" is the dimension that obtained a greater dispersion in the answers which indicates that in most organizations, staff requires more committed to service policies offered by companies in terms of time and characteristics, (Table 4).

Reagent	Minimum	Maximum	Half	Standard deviation
5. If your establishment staff is committed to do something for a certain period of time, meets	two	4	3.17	.650
6. When a customer has a problem, the staff of the establishment shows a sincere interest in solving it	two	4	3.17	.576
7. The staff of the establishment gives an agile and timely.	two	4	3.30	.635
8. The staff of the property offers / services concluded in time promised	two	4	3.22	.518
9. Staff Get your customer discloses the features of the product or service you are receiving	two	4	3.22	.736

Table 4 Descriptive statistics on the reliability dimension

The less dispersion in the opinions of respondents obtained the dimension "guarantee", indicating that overall the staff of participating companies coasting customer confidence inspiring security customers (Table 5).

Reagent	Minimum	Maximum	Half	Standard deviation
13. The staff of your establishment inspires / transmits confidence to customers	two	4	3.13	.458
14. Get your customers feel secure in their facilities	two	4	3.30	.635
15. Get your staff is always friendly with customers	3	4	3.52	.511

Table 5 Descriptive statistics on the security dimension

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To establish the influence of sociodemographic factors and administrative profile in the quality of services provided to customers from the perspective of managers, the Student's t test was applied for independent testing (gender, marital status and type of count institution the most recent studies) was studied and ANOVA to establish significant differences between variances (age, education level, age of the company, type of organization, job tenure and number of employees) (Kazmier, 1998).

When analyzing gender, significant differences in dimension "guarantee" were obtained, which allows us to infer that this factor affects subjective aspects such as customer confidence towards staff, according to the opinion expressed by management.

The dimension "tangibility" reported significant differences in assessing the type of school where recent studies whether public or private, and the age of the manager in the position and number of employees of the organization were issued, which may originate from the experience in performing the duties of office; if the number of workers who work in the company and the type of school, it is inferred that this element of the administrative profile influence the decision to participate in courses of non-governmental bodies, organizing formal training for employees, share project information and hiring specialized personnel. Moreover, the dimension "responsiveness" presented statistical differences regarding age factor, which represents an important aspect to assess, since according to the opinion of management may affect the time of operations without errors or availability to solve customer queries by other contributors.

Additionally, in order to have a clearer idea of the perception that managers of companies regarding the quality of the services offered at hotels quantitative analysis was developed to evaluate that perception and get Perceptions Index Quality (IPC), developing the following steps:

a)   The sum of the values assigned to each question was obtained enterprise

b)   The maximum score that could have any company was 72 (4 points maximum of 18 items).

c)   The number obtained in part "a" between 72 and the result was multiplied by 100 to obtain a "Perceptual Quality Index" (CPI) was divided. A higher CPI means that the manager believes that the services offered by the organization have quality (Table 6).

Company	Points per company	Top Score	CPI (%)
one	43	72	56.40
two	64	72	55.81
3	48	72	47.09
4	66	72	81.98
5	64	72	83.14
6	67	72	86.63
7	53	72	69.77
8	69	72	94.19
9	64	72	59.88
10	54	72	67.44
eleven	60	72	86.63
12	62	72	56.40
13	51	72	60.47
14	57	72	69.77
fifteen	57	72	69.77
16	53	72	57.56
17	54	72	58.14
18	54	72	58.14
19	fifty	72	45.93
twenty	48	72	45.93
twenty-one	48	72	31.98
22	54	72	43.02
2. 3	fifty	72	43.02

GCR = quality perception index = Score / Maximum score x 100. The result obtained for each company can be interpreted as the perception of the manager regarding the quality of services provided to external customers, companies which collaborate.

Table 6 Quality Perceptions Index (CPI)
Source: Self Made

The average obtained in the CPI of the study population is 77.29%, which gives an idea of the opinion that having managers surveyed hotels, regarding the quality of its services and that contrary to what one might think not think that the services are adequate despite being workers of the organizations participating in the study.

Conclusions

Discussion of Results

In comparing the results with previous research considered in the theoretical framework, it is observed that the means obtained as a whole for the quality dimensions were not considered high as its average value ranges in three, and tangibility dimension with the lowest value, which indicates that investment in infrastructure is not enough for the standards demanded by domestic and foreign guests in accordance with the opinion of the managers participating in the study organizations, which counteracts suggested by Ibañez (2011) Reyes et. al (2015), who point out that the image of tourism enterprises as a whole raises its level of employment and competitiveness, therefore, it is desirable to assess whether physical investment to date is adequate by the standards of service.

On the contrary, the dimension called guarantee reached the average with the highest average, which indicates that employees are friendly with customers and generates a climate of confidence and security, which confirms that the human factor is a fundamental element in the quality management and should be involved in the processes of providing services. The above is necessary to achieve customer loyalty and satisfaction, (Monsalve and Hernández, 2015 and Gutiérrez y Rubio (2009).

Reliability is the dimension with greater dispersion in the responses expressed by managers, indicating that the views do not agree on the level of commitment from other partners to solve possible problems of the guests, it is desirable to encourage the provision of services based in values, norms and practices to meet customer expectations, (Castellucci, 2009) and Monsalve and Hernandez (2015). Moreover, there is a coincidence in the opinion of management regarding the kindness with which employees treat customers, which can be reinforced by training schemes and measuring their competency-based performance and thus have a better design profiles (war and Cardozo, 2010). Assessment of sociodemographic factors shows that gender affects the levels of trust between the client and staff and school type either public or private, where the last grade of study has been completed, which is reflected in aspects safety, price-service and availability of services (Fernandez and Bezerra, 2015).

Elements related to administrative profile antiquity in the position and the number of employees who work in the company offers differences in the study population, which coincides with the constraints identified by Castellucci (2013), when trying to implement management systems quality, which constitute the leadership of young professionals promotes the development of it as an enabler factor.

Conclusions

The first objective of this research establishes the identification of the dimensions of quality from the point of view of the managers of the participating companies and the present variations in terms of expectations and perceptions, which is 78% based on the values assigned, unexpected situation, since the managers, despite being internal clients, are also employees and responsible for the operation of the hotels.

The index of perception of quality designed to establish the perception of management regarding hotel services offered to the conclusion that the subjects surveyed are aware of the need to raise the quality of them, since the average value obtained is 77% therefore, an analysis of current processes is desirable and propose strategies to facilitate implementation of quality management systems that meet customer expectations.

This research is limiting the number of participating companies and the respondent staff, developing similar studies in other regions can help establish internal and external factors affecting the quality of services offered by companies in the hotel sector which it is reflected in the levels of employment and competitiveness in the market.

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