

Leadership in Mazatlan's hotel industry**Liderazgo en la hotelería de Mazatlan**

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Abstract

In this paper modern administrative models are proposed of leadership styles that require managers of companies in the hotel industry for the competitive development of organizations. For this an approach is made to hospitality through an exploratory research and theoretical review documentary that leads us to review the development of leadership in organizations, from the management theories, theories of motivation and leadership theories, of which important aspects are rescued to guide and to know the new perspectives of the leadership styles that exist in the hotel industry in today globalized context of the XXI century facilitating the performance of the leader and collaborators, the development of the organizations, its subsistence besides of maintaining competitiveness in the market. To take again the new perspectives of the leadership styles implies to leave behind old models in which the employee were visualized as a mechanic entity reaching a new stage where a need humanized way of leadership is conceived. For the above, the old administrative standards used in older eras have to be overpassed, regarding that certainly at the time, were probably on par with the demands of those times and were effective as to what was needed. It is important to mention that leadership has evolved through different emerging methods that are going to be exposed throughout this document.

Resumen

En el presente trabajo se proponen modelos administrativos modernos de estilos de liderazgo que requieren los directivos de las empresas del sector hotelero para el desarrollo competitivo de las organizaciones. Para ello se realiza un acercamiento a la hotelería a través de una investigación exploratoria y revisión teórica documental que nos lleva a revisar el desarrollo del liderazgo en las organizaciones, desde las teorías de administración, teorías de motivación y teorías de liderazgo, de las cuales se rescatan aspectos importantes para orientar y conocer las nuevas perspectivas de los estilos de liderazgo que existen en la industria hotelera en el contexto globalizado actual del siglo XXI facilitando el desempeño del líder y colaboradores, el desarrollo de las organizaciones, su subsistencia además de mantener competitividad en el mercado. Retomar las nuevas perspectivas de los estilos de liderazgo implica dejar atrás viejos modelos en los que el empleado era visualizado como un ente mecánico alcanzando una nueva etapa donde se concibe una necesidad humanizada de liderazgo. Para lo anterior, se deben superar los viejos estándares administrativos utilizados en épocas pasadas, respecto a que ciertamente en su momento, probablemente estuvieron a la altura de las exigencias de aquellos tiempos y fueron efectivos en cuanto a lo que se necesitaba. Es importante mencionar que el liderazgo ha evolucionado a través de diferentes métodos emergentes que van a ser expuestos a lo largo de este documento.

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Introduction

According to the context of contemporary hotel organisations and the globalised and competitive environment, they have experienced various changes in economic, political, cultural, market and technological issues, among others, which have made them act through a large dose of creativity and innovation with the capacity to adapt and defend their own identity, as well as the capacity to think and discern and to collaborate with heterogeneous positions.

There is undoubtedly greater openness to the environment, adapting the internal context to the current unstable and unpredictable variations.

On the economic side, the development of accommodation companies has been influenced by a financial crisis through the instability of the dollar, unemployment, and the decrease in investments. In the political aspect, there have been openings to large international chains, as well as the expansion of transnationals with a diversification of activities capable of satisfying the consumption needs of the population.

In the cultural aspect, there is a structural transformation tending to the demands of modernity and willing to change, it is necessary to observe and attend to the consumption trends of the population, as well as habits and customs.

Quality and design standards are strengthened towards an international business culture. The market is influenced by the creation of quality products and services, in continuous development and improvement and by the diversity of products and the demand for them, as well as the increase in production.

Technological changes have generated the development of new technologies that are linked to innovation, the search for sustainability, as well as information and communication technologies that make companies establish training programmes for personnel to be prepared to adequately face and/or through new styles of work and service provision, this panorama of uncertainty.

Context of the hotel sector

The organisations in the hotel sector are not exempt from these changes, the global context explained above permeates within these organisations, specifically the human resources, since the hotel industry is characterised by the fact that the main product it sells is service, and the quality of service provision depends on the attitude of the human resources, and this service attitude is in turn motivated by various factors related to the way of managing that is generated by the leadership styles of its executives.

The organisations of the hotel sector immersed in the tourism activity in Mexico are the pillar of tourism and have become an important support for the national economy. According to information from the National Institute of Statistics and Geography,³ the tourism sector contributes 12% to the national GDP in 2012 and provides employment for 2.5 million people. Tourism activities have created a large number of jobs (1,129,507 accumulated as of June 2012 according to the National Tourism Business Council⁴ with data from the Mexican Social Security Institute⁵).

Analysing the list of international arrivals according to the UNWTO, it can be concluded that it has lost position, measured in terms of international tourist arrivals, as it has dropped from 10th place in 2010 to 15th place in 2013 (World Tourism Organization⁶ and the Ministry of Tourism⁷). During the first quarter of 2014, foreign exchange earnings grew by 14.8 per cent to 4,436.4 million dollars, compared to the same period of the previous year, and the arrival of international tourists, i.e. by air, grew by almost 9.6 per cent compared to January-March 2013, reaching 4,260,000 people (Sectur, 2014).

Resulta importante mencionar que la hotelería se caracteriza por que el producto principal que The quality of service provision depends on the attitude of the human resources, and this service attitude is motivated by various factors related to the way of managing, which is generated by the leadership styles of its executives.

Development

The ways of managing and/or leading in organisations have been going through a process of modernisation that has led to challenges such as having competitive organisations. Over time, leadership theories have been structured according to the needs of organisations and in relation to the trends of uncertain contexts. However, the 21st century has been decisive for the evolution of the study of leadership, since new styles have emerged that aim to confront the globalised context that has been experienced since that time.

At the time of the scientific management theory (1856-1915), this management reflected some deficiencies in its way of working, being conducted under an autocratic leadership style far from skills and managerial skills, exercising control of work, rules, disciplines towards the worker without considering him in his tasks, psychological aspects were not considered, nor fatigue, there was distance between workers and employers, so that relations at work were of boredom and demotivation.

At the time, this management style was able to work because the external organisational environment behaved in a stable manner. Among its representatives were Taylor, Gantt, Gibrenth.

The classical theory (1841-1925), which corresponds to the 20th century, establishes an autocratic management like the scientific administration, without taking into account the human element, managing under a rational structure of authority, discipline and unity of command, the relations with the workers were not very positive as they only did what the bosses told them to do.

This was caused by a formal organisational regime, based strictly on principles aimed at improving managerial practices, oversimplifying the organisation, emphasising more on structure and concentrating its efforts on explaining the administrative workings of the organisation. Among its representatives were Fayol, Guilik, Urwick.

Following the evolution of administrative theories, the theory of bureaucracy (1940-1950) emerged with the aim of improving operations. It focused on structure, incorporating rationality in a way that was no longer limited, and attempted to open up to the experience and merits of workers. It also analysed formal and informal groups, social and material rewards and the effects of one on the other from a sociological point of view (Audirac, De León, Domínguez, López, Puerta, 2003). However, employees had no interest in the organisation, there is conformism in their behaviour due to the existing formalism. Its main representative was Max Weber.

Later the studies of human relations theories (1943) in this theory the way of managing starts to be based on a democratic leadership style, possibly pointing to the first ideas about leadership and greater responsibilities for the workers, which makes a difference in positive relations towards work for the human element. It prioritised the values of the workers within it. The democratic style involves the worker, taking into account their needs, feelings, attitudes, motivations, not only looking at the individual, but relating to them, considering people as social beings, focusing on worker satisfaction, it is a humanistic management. Workers' responses to this management style are motivational. Its main precursor was Elton Mayo.

Behavioural theory (1950-1960) points out that organisations are complex decision-making systems. Decisions begin to be given importance and workers are supported in the decisions they need to make. The organisation being a system, there is no single decision-maker. In this school, management was concerned with explaining the behaviour of workers, as well as the fact that organisations have their own life and culture. Its main precursor was Herbert Simon.

In the contingency theory (1960-1970), the organisation has to face the challenge of different environments with which it maintains an interrelationship, since its survival depends on this, which gives the organisation the recognition of an open system. Management is interested in efficiency, adapts its structures to environmental requirements and incorporates rational systems.

They assert that in spaces with different environments the requirements on organisations vary. That is, environments characterised by uncertainty and rapid rates of change, in market conditions or technologies, as well as the growth of new products and services, present different demands or more demanding threats and opportunities than in organisations in placid and stable environments. Its main representatives were Chandler and Burns.

In the theory of human relations, behavioural and contingency theory, the difference begins to be made in positive relations towards work for the human element, so importance was given to the human factor by prioritising the values of workers within the organisation, allowing them to be involved in work activities and decision making, specifically in the tasks related to their position. In this respect, Barba and Solís (1997) emphasise that there was a natural resistance of the workers in the formal structure of the organisation through informal and interpersonal relationships.

Workers were considered as social beings, taking into account their needs, feelings, attitudes, motivations, not only looking at the individual, but also relating to them and focusing on their satisfaction, facilitating interaction between them and an interactivity and interdependence between them. We were already talking about a democratic style of management. It is a great change due to the fact that the organisation begins to be conceived under a humanistic management and conceptualised as a systematised whole, this caused the workers' responses to this style to be motivating.

Subsequently, the theory of new relationships (1980) arose, which focused on structural flexibility to adapt to the new production requirements in which workers required a higher level of knowledge and skills to handle new technologies; it was no longer enough to "satisfy employees or "unite the group" to obtain the results that the new industry demanded. It demanded new attributes from leaders to cope with this environment. Organisational development seeks organisational change and improvement from a managerial perspective.

The premise of this approach postulates that the work group exerts an enormous influence on organisational behaviour as well as the predispositions of the individual. This causes problems of adaptation of the individual that organisations try to overcome through training and coaching workshops. Its main representatives Drucker, O Donnels.

Organisational development, which emerged in the 1980s and in the 21st century, makes an educational change in group dynamics and human relations with the aim of contributing to the resolution of conflict in organisations and improving their performance, as well as changing the beliefs, attitudes, skills, values and structure of organisations, in such a way that they can adapt better to new technologies, markets and challenges. Among its representatives are Likert, and Mouton with works on participation and motivation that address people's needs through motivational theories.

The theories that emerged in the 80's, it was no longer enough with employee satisfaction or "group cohesion" to obtain the results that the new industry demanded. They focused on adapting the structure to the new production requirements of the workers, such as a higher level of knowledge and skills to handle new technologies. Through these theories, organisational change and improvement was sought from a managerial perspective. An attempt was made to change the beliefs, attitudes, skills, values and structure of organisations so that they could adapt to the new markets.

From the 1980s onwards, we are located in a different era in the timeline, therefore, it was necessary to evolve along with the new management approaches of this generation, taking into account that, in the previously mentioned stages, and when analysing the socio-economic context of each of them, it can be affirmed that the systems used were probably on a par with those of the 1980s, were probably in line with the demands of their time, the conditions in which they lived and in accordance with the administrative knowledge they had, and were even somewhat effective in terms of what was needed, but the time has come to evolve and take a new direction that has already been in place for some years.

The environment surrounding today's organisations is unstable and unpredictable, and the challenge for them is to remain in a competitive environment where information and knowledge are a fundamental part of their competitive advantage.

Modern organisations focus on increasing workers' knowledge. In this stage of information and knowledge, human resources are considered a talent (Siliceo, Casares, González, 1999) with knowledge, skills and attitudes that help them to develop competences to achieve the expected results.

From organisational development, motivational theories also emerged as a great influence on the leader, since using them helps them to modify workers' behaviours, and thus the leader is able to carry out his work in a more adequate way. Most of these theories expose different types of needs in which it would be important for managers and leaders to take into account in order for workers to respond to the different personal and work-related stimuli.

A classification of different motivational theories emerged as: 1) content theories, 2) process theories and, 3) reinforcement theories. Leaders can draw on one theory or take parts of several to form their own, or apply the one that best corresponds to the situation in which they find themselves (Lussier and Achua, 2008).

Content motivation theories focus on explaining and predicting behaviour based on the motivational needs of employees, within these theories emphasis is specifically placed on Maslow's (1943) hierarchy of needs theory who considered that employees can be motivated according to five levels of needs (Lussier and Achua, 2008) which are: 1) physiological (which are the primary or basic needs of people, such as food, air, shelter, sex, etc) 2) security (the individual needs safety and protection) 3) social (people seek friendship, acceptance and affection) 4) esteem (recognition of achievement, enjoyment of personal confidence and prestige) and 5) self-relation (growth, achievement and progress are sought).

Within the same content theories, Herzberg's (1959) bifactor theory was also considered, which proposed that employees are motivated by intrinsic or motivational factors (motivation comes from within people such as: achievement, recognition, rewards) rather than by extrinsic or hygienic factors (motivation comes from external sources such as: salaries, job security, working conditions, etc.).

And to conclude with content theory, there is McClelland's (1966) acquired needs theory, which posited that employees are motivated by their needs for achievement, power and affiliation. Employees with high achievement needs are recommended to be motivated by giving them non-routine and challenging tasks with clear and achievable goals. Employees with a need for power should be allowed to plan and control their work as much as possible. Also include them in decision making.

These people tend to perform better on their own than as team members. And employees with high need for affiliation like to work in teams, they derive satisfaction from the people they work with, rather than from the task itself.

Process motivation theories focused on understanding how employees choose to behave to satisfy their needs, these theories are shaped by the equity theory developed by Adams (1963), who proposed that employees are motivated when they perceive that there is equality between what they contribute and what they get. This theory of motivation is based on the assumption that individuals, working under conditions of exchange of benefits with the organisation, are motivated by a desire to be treated fairly at work. The theory examines discrepancies within the individual after he or she has compared his or her degree of achievement in reference to another person. (Gibson, Ivacenvich, Donnelly, 2003) considered that maintaining employee perceptions of fairness is a fundamental aspect of the role of management.

Expectancy theory developed by Vroom (1969) proposed that employees are motivated when they believe that they can perform the task, that they will receive a reward for performing the task and that the reward will justify the effort expended in performing the task.

His theory is based on valence (orientations towards outcomes: rewards, money) expectations (different expectations and levels of confidence about what they are capable of doing) and instrumentality or means (employees' perception that they will actually receive what is promised by management). This model argues that motivation is the product of how much you want something times the likelihood that a given action will achieve it. The formula is valence X expectation = motivation. The performance of an employee is based on individual factors such as personality.

To conclude the classification of theories, there are also reinforcement theories that propose that consequences of behaviour motivate people to act in a certain way. To manage desirable behaviours, there are four types of reinforcement: 1) positive reinforcement, 2) negative reinforcement, 3) punishment and 4) extinction.

Positive reinforcement states that for there to be desirable behaviours there must be attractive rewards. Negative reinforcement states that if the person does not respond appropriately, a reprimand is applied. Punishment is applied so that an undesirable behaviour has an undesirable consequence. Methods used include hostility, withdrawal of privileges, fines, demotion, and dismissal. Extinction is applied when it seeks to reduce or eliminate an undesired behaviour by removing a positive reinforcer.

Along with management theories and motivation theories, leadership theories were developed that reinforced some aspects of management approaches, serving as orientation guides for leaders and their performance, which also had their evolution until reaching the new leadership styles that face this second decade of the 21st century.

One of the first leadership theories that emerged was the trait theory in which researchers have not been able to discover leadership traits or characteristics that relate them to the success of organisations. However, according to studies conducted in different organisations, ambition and energy, desire to lead, honesty and integrity, self-confidence, intelligence and relevant job knowledge are associated or have been more common in most of these studies (Davis, Newstron, 2001).

The behavioural theory that emerged in 1961 really focused on what leaders do, not on their qualities. Different patterns of behaviour are observed and classified as "leadership styles". The general approach used by leaders in human situations has employed terms such as: (a) autocratic, which makes decisions individually, informs employees what to do and supervises them very closely; (b) democratic, this encourages worker participation in decisions, works with employees to determine what needs to be done and does not supervise employees very closely; (c) anarchic, this encourages worker participation in decisions, works with employees to determine what needs to be done and does not supervise employees very closely; c) anarchic, is the anarchic or permissive leader who uses a laissez-faire policy, avoids power and responsibility, relies heavily on the group to set the group's own goals and solve its problems (Bolden, Gosling, Marturano, Dennison (2003).

Situational and/or contingency theory focused on identifying the situational variables that best predict the most appropriate or effective leadership style to fit particular circumstances. Situational circumstance theories, which were developed to indicate that the style used depends on factors such as the situation, the people, the task, the organisation, and other environmental variables. Contingency theory points out that no one trait was common to effective leaders, nor was any one style effective in all situations. Thus, researchers attempted to identify those factors for each situation that influenced the effectiveness of a particular leadership style.

The contingency model points out that if the situation varies, so do the leadership requirements. Several situation-oriented leadership studies have been conducted such as Fielder's model called "contingency theory of leader effectiveness" which has been used to determine whether the leadership style is task-oriented or relationship-oriented, and whether the situation (leader-member relationship, task structure and power by position) corresponds to the leader's style to maximise performance. Another study is House's model called "path-goal leadership theory which is used to determine the leadership style (directive, supportive, participative or achievement-oriented) appropriate to the situation (subordinate and environment) to maximise both performance and job satisfaction.

The situational or life-cycle model of leadership was developed by Hersey and Blanchard (1960) referred to the emphasis of the situational model as being on the followers and their level of maturity. The leader must appropriately judge or intuitively know the maturity level of the followers and then use a leadership style that matches that level. And the situational model developed by Blake and Mouton (1968) created the managerial grid, popular among managers as a tool for identifying their style. The grid is based on the leadership style dimensions of concern for people and concern for production, which essentially replicates the dimensions of consideration of appropriate leadership styles.

Finally in transformational leadership theory in the 1980s, the central concept is change and the role of leadership in the conception and execution of organisational performance transformation. It focused on the transformational capabilities of leaders, rather than on their personal characteristics and their relationships with followers. It is based on changing workers' core values and attitudes towards their work, as the transformational leader encourages worker participation in decisions and challenges, helping the leader to create the organisation of the future on a day-to-day basis. In this type of leadership, the leader has the great opportunity to transform, innovate, convert, adapt and develop new forms and ways of doing things better. It fosters teamwork within and outside organisations and companies; it even makes him/her a participant in decision-making, creating a concept of co-ownership (Bass and Avolio, 1989).

Findings

Now, after analysing the context of the hotel sector in relation to leadership in 5 and 4-star organisations, the following findings were found. In this research, the hotel industry in Mazatlán is characterised by the fact that the majority of the hotel establishments are regionally owned, being the owners themselves, who from the beginning had assumed the leadership of their organisations, occupying the highest hierarchical positions, in some cases without having the required professionalisation for the development of the leader's functions. The same happens at the other levels of the organisation, specifically with area managers.

Without going as far as generalising, but in the general behaviour of the accommodation company, the leadership style of the executives in the hotel industry in this tourist destination has been related to autocratic leadership styles, which seek to make themselves obeyed, to make decisions arbitrarily, to designate the tasks of the worker, and to indicate their specific functions. For this reason, it is considered that in the 21st century it is not feasible to apply these leadership styles that go back to old-fashioned models, negatively impacting the boss-subordinate relationship. On the other hand, although leadership training is provided, it is not followed up and there is no feedback that reflects that what the area managers have learned is put into practice, so the evaluations in this respect are subjective.

However, with the emergence of the globalisation phenomenon, employers have gradually become aware of this critical situation and have become more involved with the company and its workers. The leadership style has been changing from an authoritarian style to a participative style, although with certain limitations in terms of what the globalisation context demands and the empathy that should be generated between the highest authority and its employees. This gradual change is at the same time related to situational leadership in which the maturity of subordinates is developing (Hersey and Blanchard (2010)). As explained in the following figure, upon reaching the stage of worker maturity, which Hersey and Blanchard (2010) define as the desire for achievement, the leader becomes more human, pays attention to the needs of the worker and takes them into account when delegating, the worker gains confidence in their work, achieves greater experience and becomes self-controlled.



Figure 1 Situational Leadership
Source: Hersey-Blanchard (2010)

As possible alternative solutions, it is proposed through this study that companies in the hotel sector should be interested in knowing and applying the current leadership styles that are needed for the different situations that arise and be prepared for this. It is recommended that the training they provide should have the necessary follow-up so that, based on the results obtained, they can continue with the appropriate training that favours the development of leaders and establish the professionalisation required for their exercise. In addition to carrying out, applying and developing a respective strategic planning based on leadership that has an impact on the organisation's results.

Conclusion

The analysis of this research leads us to reflect on the need to leave behind the old models and take up the various ideas and considerations provided by the current administrative leadership models of the 21st century, which one of their main characteristics in relation to the management of human resources is the humanistic treatment where the individual is already seen as an intelligent person, is given the opportunity to participate, which leads to flexible organisational structures.

Another big change is that the individual has the ability to work in a team, adopting ideas for solutions and improving processes. All this is a fundamental part of the new organisational models and it is here that the manager and/or leader will be in charge of leading this team towards the same goal, which is why he/she must have a great knowledge of how to treat the employees and also give an important place to the human resources area within the organisation, this is where we talk about a developed and exercised leadership. In addition to encouraging modernity in our systems, in relation to human talent, with the aim of adopting it in organisations that want to manage to stay in a competitive context.

To this end, as a proposal, there is talk of leadership oriented towards the integration of organisational processes, which seems legitimate, since all areas must be interconnected and well coordinated, in such a way that they achieve a harmony that has an impact on the achievement of results.

Finally, the leader must be predisposed to change and to the implementation of new ideas, have an open mind towards new horizons that could be beneficial for the company itself.

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