

## Study of the productivity of the hotel sector of the State of Tabasco for the generation of a development proposal

### Estudio de la productividad del sector hotelero del estado de Tabasco para la generación de una propuesta de desarrollo

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#### Abstract

The present study analyzes the productivity of the hotel sector that is located in the state of Tabasco for the design of an improvement proposal. The results of a self-diagnosis carried out at six hotels that are part of the hotel sector and that were selected by verifying their impact in the context of action, are considered in order to identify the critical factors that affect the productivity of the hotel industry in the always considering the variables of the context. The methodology that was used from the selection of the experts was the Delphi method, allowing them to have the key elements to develop the criteria and factors, and thus obtain the information that is then analyzed in the integral diagnosis, by means of graphs that in a more practical way, they allow the results to be more evident. It should be noted that based on the variables of the context, the specific factors that affect them were interrelated. This led to the comprehensive proposal of a model for the improvement of productivity in the hotel sector of the state of Tabasco, always with an integral approach.

#### Productividad, Mejoramiento, Integral

#### Resumen

El presente estudio analiza la productividad del sector hotelero que se encuentra en el estado de Tabasco para el diseño de una propuesta de mejora. Se consideran los resultados de un auto diagnóstico efectuado a seis hoteles que forman parte del sector hotelero y que fueron seleccionados al verificar su impacto en el contexto de acción, con la finalidad de identificar los factores críticos que inciden en la productividad de la hotelería en la considerando siempre las variables del contexto. La metodología que se utilizó desde la selección de los expertos fue el método Delphi, propiciando que se tuvieran a los elementos claves para desarrollar los criterios y factores, y así obtener la información que después es analizada en el diagnóstico integral, por medio de graficas que de manera más practica permiten evidenciar más los resultados. Cabe señalar que partiendo de las variables del contexto, se logró interrelacionar los factores específicos que inciden en las mismas. Lo anterior llevo a la propuesta integral de un modelo para el mejoramiento de la productividad en el sector hotelero del estado de Tabasco, siempre con un enfoque integral.

#### Productivity, Improvement, Integral

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**Introduction**

The current business context transits times of crucial changes, the leading companies in their branches seek to break paradigms in the processes seeking to achieve their objectives more effectively and efficiently.

However, the effective and quality realization of all the activities necessary to complete objectives and goals is not exclusively a matter of a single factor, rather it depends on many factors that are directly related to competitiveness.

The tourism sector is one of the main economic axes in the country and particularly the hotel industry has a very important role in the creation of jobs which highlights the importance of having a competitive hotel sector in the State of Tabasco since a region that it is not competitive, it does not grow and it can not give welfare to the citizens that make it up.

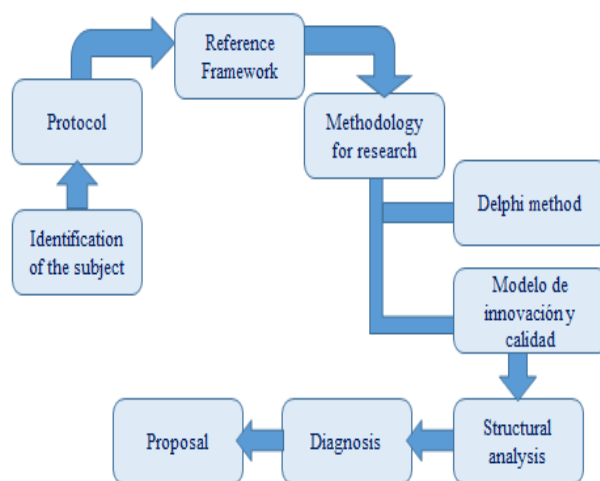
The state of Tabasco has a location and characteristics that have made it a development area for companies in the energy sector and agricultural sector, which has involved the construction of commercial and office spaces, increasing the demand for hotel night rooms with special qualities for business tourists.

The present research will present the criteria and factors that affect competitiveness in a very particular way in the state of Tabasco and the areas of opportunity for improvement resulting from self-diagnosis.

The objective is to analyze the competitiveness and make an improvement proposal that allows to raise it to have more satisfied business tourists and a sustainable destination.

**Methodology Description**

The methodology that has been followed in the present investigation, then, is shown by means of a scheme and which shows each one of the steps that were carried out to achieve the established objectives, by means of the use of tools and instruments such as the model of innovation for competitiveness and structural analysis.



**Figure 1** Methodological Process of Research  
Source: *Researcher Contribution 2017*

This section shows the process to analyze the interrelation between the fundamental indicators of the organization and the value created by the maturity in quality of its processes and systems; employees and suppliers in the internal value chain and for their clients, the sectors of influence and society, in their social value chain.

The model was adapted according to the hotel context, so some criteria have more questions than others.

The application was made individually in the work centers of each of the experts and in person to have the opportunity to expose them in detail the method and ensure confidentiality.

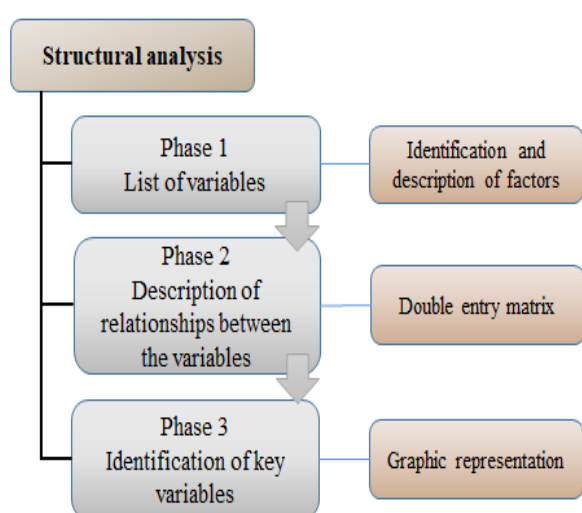
The numerical value that is given to the advances was maintained in the scale from 10 to 100, so that when obtaining an average this can be placed within the scale of development of the organization and thus be able to identify the level of development in each of one of the areas.

Scale	Scale development of the organization
0-20	Initial
25-40	Developing
45-60	Trustworthy
65-80	Competent
80-100	World class

**Table 1** Scale of Organization Development  
Source: *2014 Innovation and Quality Model*

Once the self-diagnosis has been obtained, it will be possible to observe the improvement opportunities areas that the hotels have, which will later be complemented with the influencing factors that are detected with the following tool so that together they are the basis for the elaboration of the proposal of improvement.

Once considering the actors related to the hotel sector, experts were selected who determined the factors that they indicate in the variables proposed at the beginning of the present investigation, by means of the phases that are represented in the following scheme:



**Figure 2** Structural Analysis Scheme  
Source: Researcher Contribution 2017

This first phase consists of listing the set of variables that characterize the context studied and its environment, it is recommended to be as exhaustive as possible.

Criterion	
1	Customer satisfaction
2	Leadership
3	Personal development
4	Information management
5	Strategic planning
6	Management and process improvement
7	Impact on society
8	Results

**Table 2** List of variables

Source: Researcher Contribution 2017

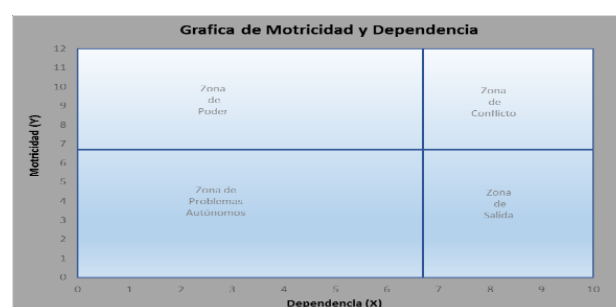
The list of variables was generated by free conversations in complete interaction with the experts and actors of the hotel sector which, in addition to identifying them, also made a brief, but precise description of them.

In this phase we proceeded to develop a double-entry board, or matrix of direct relationships that are dependence and motor, filling is done with the factors that affect the hotel business sector and that were defined in the phase. This being the qualitative and posterior part, a value is given, this being the quantitative part, 1 for those that have a strong influence and zero for those that have zero or zero influence, in this way a dependency value is obtained and another value is obtained motor to later obtain a total percentage of each of the factors.

This phase consists of identifying the factors that affect the hotel business sector through the results that will be obtained from the double entry matrix and the percentage values.

The comparison of the hierarchy of the variables will allow us to confirm the importance of certain factors that because of their indirect actions play a leading role and that the direct qualification would not show, allowing to classify each factor according to their degree of motor and dependence in relation to the other variables.

The dependence and motor indexes can be represented graphically in a Cartesian coordinate system, in which the motor index is represented on the "Y" axis, and the dependency index on the "X" axis.



**Graphic 1** Plano Cartesiano de Motricidad y Dependencia

Source: Mojica, Sastoque Franciscol. The prospective 1999.

As you can see in the previous figure, the coordinate system is divided into 4 zones that represent 100% of the factors selected, the number of total factors. The areas are represented by: zone of power, conflict, exit and autonomous problems.

The zone of power, located in the upper left zone, refers to the factors that have the highest motor index and the lowest dependency index.

These factors are the most important of the analysis because they influence the majority and depend little on others, whatever affects them, will affect the other remaining, affecting the entire system.

The zone of conflict, located on the right margin, which can also be called as a work zone, contains the factors with the highest motor and dependence rates, whatever affects them, in turn affects the exit factors.

The exit zone, located in the lower right area, is made up of those factors that are a product of the previous ones and that have the lowest motor rates, but the highest dependence rates.

Finally, the area of autonomous problems, which is so called because the factors contained are loose wheel with respect to others, do not influence, or are significantly influenced, have the lowest rates of motor and dependence.

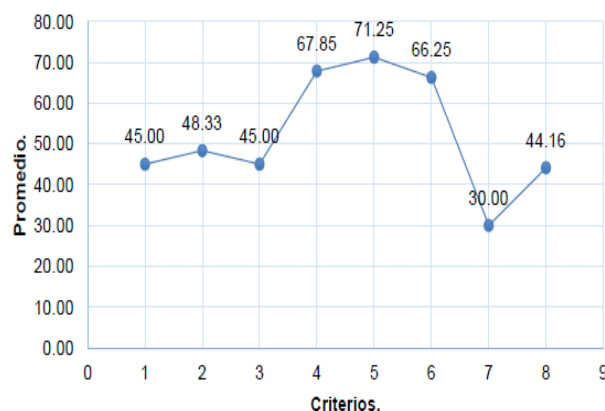
### Analysis from the Method

Next, the results obtained from the application of the methodology cited in the previous section will be presented, with the results obtained there is a complete picture of the current situation of productivity in the business hotel sector in the state of Tabasco, said information is will analyze to be able to make the final diagnosis of the problem.

### Selection of Experts.

As a result of the first phase in the methodology; that is to say, the application of the Delphi method was obtained the identification of the 10 experts in the subject, who in turn identified the main factors that affect the productivity of the hotels in the state of Tabasco.

### Presentation and Interpretation of Results from the Innovation and Quality Model



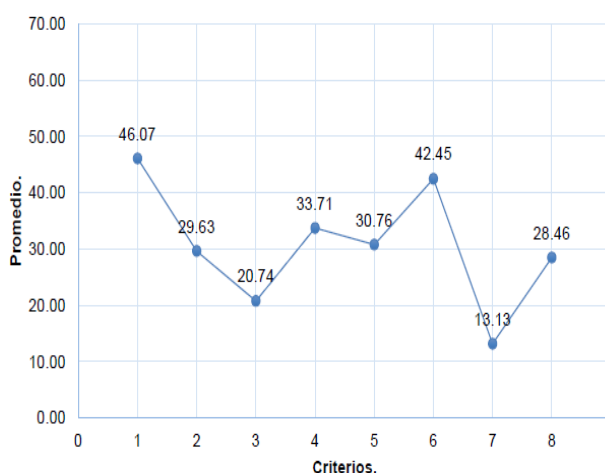
**Graphic 2** First Hotel Studied  
Source: Contribution of experts 2017

The previous graph shows the results of the first study object located in the municipality of Paraíso, Tabasco, where it is observed in the Development level that the impact criterion is the Company and the results; in the Reliable level you can see the criteria Customer Satisfaction, Staff Development and Leadership; In the Competent level are the criteria Management and Improvement of Processes, Information Management and Strategic Planning. The general average for the organization in this evaluation places it on the level of development Reliable level.

So successively we proceeded to graph with each of the objects of studies, ie with each hotel studied.

To later graph and average the results of all the objects of study.

### Perfil Integral por Criterios



**Graphic 3** Graphic 8 Integral Profile by Criteria of the Hotel Business Sector in the State of Tabasco

This previous graph represents the average evaluation of all the experts by criterion which reflects that the criterion Impact to the Company is the one that enters in a lower position of the scale located in the Initial level, later in the development level it is found the criteria Development of Personnel, Results, Strategic Planning, Information Management, and Leadership, and within the reliable level is Management and Process Improvement and Customer Satisfaction. The general average places the hotel sector at the Development level of the organizational development scale.

Based on the results obtained from the application of the integral instrument for the measurement of productivity and starting from the general to the particular we can see that there are three areas that reflect less development, for which we will mainly have to elaborate improvement strategies, these are the following:

Initial level:

Impact on society. Average Staff Development and Intellectual Capital Management. Average of 20.74. It can also be observed that the subsequent areas are at a similar level of development evolving at par, being as follows:

Development Level:

Results Average of 28.46

Average Leadership of 29.63

Strategic Planning Average of 30.76

Average Information Management of 33.71

Finally, we can observe two areas that were evaluated with the highest averages where it can be inferred, those that have been given priority to be developed by applying strategies that have allowed them to obtain the results that are presented below.

Reliable level.

Management and Process Improvement.

Average 42.45

Customer satisfaction. Average 46.07

In general it can be seen that the areas have not evolved together which ultimately affects negatively in productivity because an organization is a system where one lagged area affects the evolution of the others limiting the entire organization to obtain better results and the achievement of the objectives.

*Factors Generated in the Study of the Context of the Analysis of the Productivity of the Business Hotel Sector in the State of Tabasco.*

In this stage the experts based on their knowledge and extensive experience and considering the variables of the context and their characteristics and once the self-diagnosis was obtained through a debate that concluded in a consensus, they could identify the factors that affect the productivity of the business hospitality sector.

Factor	Description	Definition
F1	Knowledge management	Much of the organizational knowledge is lost when people leave organizations, this without their being fully aware of it.
F2	Knowledge	In the information age of the value of knowledge increasingly exceeds the value of experience, knowledge represents a huge competitive advantage.
F3	Strategic planning	The formulation of creative strategies that seek the achievement of objectives in a sustainable manner and that guarantee growth.
F4	Leadership	The way that the management or senior managers influence and motivate the rest of the organization to achieve the objectives.
F5	Organizational policies	They must be clear and contribute to facilitate the operation in pursuit of the achievement of the objectives.
F6	Organizational culture	Values, beliefs, knowledge and ways of thinking that serve as a guide for collaborators.
F7	Globalization	Foreign investment, foreign tourists, hotel chains and the economic, social and cultural impact they have on the region.
F8	Sustainable development	It refers to the projects being variable and compatible with the activity of the company, society and persevere the biodiversity of the region.
F9	Organizational climate	It is the environment in which work activities are developed, perceived by employees as being key because it conditions the attitudes and behavior of those who integrate it.
F10	Linkage between organizations	Promote, manage and manage relationships with other organizations and institutions of the business and government social sector.
F11	Social changes	Those variations in the social structure and its consequences.
F12	Infrastructure	Not only the facilities must be consistent and be in perfect condition covering aspects of comfort and safety, also the access routes to them.
F13	Culture of measurement	Measure yourself to know the state of what is done and how well it is done, to have a continuous and integral improvement.
F14	Political reforms	The political changes and the consequences they bring in the sector.
F15	Access to technology	The level of access to technology to carry out the activities of the organization to facilitate learning.

**Table 3 Relationship of Factors**

Source: Contribution of experts 2017



A total of 15 factors were obtained that, in a different proportion, affect the variables of the study context.

Once the factors that affect the treated problem were identified, the double entry matrix structured by the 15 factors was elaborated, which were qualified by the experts, giving it a value of 0 if the variables do not have a direct influence relationship or 1 for those variables that have a potential influence relationship.

In this phase it was possible to detect the factors that have the greatest influence and that will be relevant for the analysis of the context of the business hotel sector.

Factor	Description	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12	F13	F14	F15	Motor skills
F1	Knowledge management	-	1	1	1	1	1	0	0	1	1	1	1	1	1	1	12
F2	Knowledge	1	-	1	1	1	1	1	0	1	1	1	1	1	1	1	13
F3	Strategic planning	1	1	-	1	1	1	1	1	1	1	1	1	1	1	1	14
F4	Leadership	1	1	1	-	1	1	0	1	1	1	0	1	1	1	1	12
F5	Organizational policies	1	1	1	1	-	1	1	1	1	0	1	0	1	1	1	12
F6	Organizational culture	1	1	1	1	1	-	0	1	1	1	1	1	1	1	1	13
F7	Globalization	0	1	1	1	1	1	-	0	0	1	1	0	0	1	1	9
F8	Sustainable development	1	1	1	1	1	1	1	-	1	1	1	1	0	1	1	13
F9	Organizational climate	1	1	1	1	1	1	0	0	-	1	1	1	1	1	1	13
F10	Linkage between organizations	1	1	1	1	1	1	1	0	1	-	1	0	1	1	1	12
F11	Social changes	0	1	0	0	0	1	1	1	0	1	-	1	1	1	1	9
F12	Infrastructure	1	0	1	1	0	0	1	1	0	1	0	-	0	1	1	8
F13	Culture of measurement	1	1	1	1	1	1	1	0	1	1	1	0	-	0	1	11
F14	Political reforms	0	1	0	0	0	0	1	1	0	0	1	0	0	-	1	5
F15	Access to technology	1	1	1	1	1	1	1	1	0	1	1	1	1	1	-	13
<b>Dependence</b>		11	13	12	12	11	12	13	6	9	11	13	8	10	13	14	169

**Table 4** Double Entry Matrix  
Source: Contribution of experts 2017

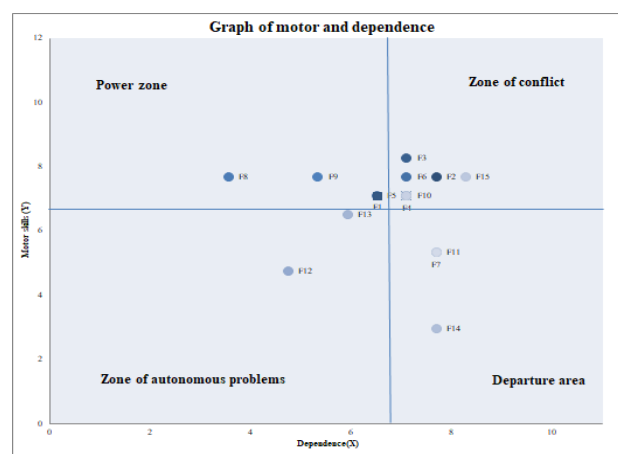
The following table shows the dependency and motor level of each factor obtained from the double entry matrix.

Factor	Description of factors	Motor values	Motor skills%	Dependency values	Dependency%
F1	Knowledge management	12	7.10	11	6.51
F2	Knowledge	13	7.69	13	7.69
F3	Strategic planning	14	8.28	12	7.10
F4	Leadership	12	7.10	12	7.10
F5	Organizational policies	12	7.10	11	6.51
F6	Organizational culture	13	7.69	12	7.10
F7	Globalization	9	5.33	13	7.69
F8	Sustainable development	13	7.69	6	3.55
F9	Organizational climate	13	7.69	9	5.33
F10	Linkage between organizations	12	7.10	12	7.10
F11	Social changes	9	5.33	13	7.69
F12	Infrastructure	8	4.74	8	4.74
F13	Culture of measurement	11	6.51	10	5.92
F14	Political reforms	5	2.96	13	7.69
F15	Access to technology	13	7.69	14	8.28
<b>TOTAL</b>		169	100.00	169	100.00

**Table 5** Motor and Dependency Values  
Source: Contribution of experts 2017

The results obtained in the previous table will be represented graphically in the Cartesian plane of motor and dependence that is divided into 4 zones.

To generate the graph we use the formula  $100 / n$  where it is equal to the number of factors therefore  $100/15 = 6.67$  figure that is marked both for the axis of the "x" and for the axis of the "y" giving the crossing of these the classification of each one of the zones on the Cartesian plane.



**Graphic 3** Position of the Factors in Each of the Areas  
Source: Contribution of the researcher 2017

In the graph you can clearly see the location of the factors in each of the quadrants which allows defining which are the most affected or critical factors.

As can be seen in the area of power are the factors F8, F9, F1 and F5, which are determinants for the dependent variable.

The factor eight (F8), the sustainable development is of great relevance for the other factors because it is important that the projects are viable and compatible with society and that the biodiversity of the region is preserved; additional that business travelers are already considering this factor as another attribute when choosing where to stay looking for hotels that are friendly to the environment.

The factor nine (F9) Organizational climate, this factor is decisive for the other factors because this conditions the attitudes and behavior of the members of the company contributing to this, that if the environment is pleasant, the treatment is with respect and there are few conflicts the collaborators are more productive and therefore the organization is more likely to be competitive.

The factor one (F1) Knowledge management, strategically enhance knowledge to create human capital is a competitive advantage before any other organization so it is of great importance.

The factor five (F5) Organizational policies are highly influential for the other factors because if they are well elaborated based on the mission and vision they facilitate the operation and the achievement of the objectives. In the zone of conflict are a great majority of the factors being these F3, F2, F4, F10, F6, F15 are factors with high motor and simultaneously with high dependence, any action on these factors, will affect the others and the dependent variable.

The factor three (F3) Strategic planning, this is a determining process that will affect all the factors involved because it is precisely the formulation of strategies for achieving the objectives and the growth of the company.

The factor two (F2) Knowledge while managing it represents a great competitive advantage as long as it is obtained from information that benefits the company's own activity.

The four factor (F4) Leadership is an influential factor since the leader must guide the rest of the staff in a motivating way in such a way that they release all their potential, no matter what the activity that is developed or the position that they have as a system, every action influences either positively or negatively.

The ten factor (F10) Linkage between organizations, promote and manage the link with other organizations in the region is relevant because it can contribute to the exchange of knowledge and therefore to the development of new improvement programs.

The factor six (F6) The organizational culture shaped by values, beliefs and ways of thinking influence the other factors because they can limit or potentiate the development of the organization.

The factor fifteen (F15) The technological factor currently present and necessary both for the development of a product and for the provision of a service is highly influential in the rest of the factors.

In the zone of autonomous problems factors F13 and F12 are placed, therefore, the influence of these factors on the study variable can be ruled out a little, but it must be taken into account that the F13 factor is very close to be a factor of zone of power or conflict.

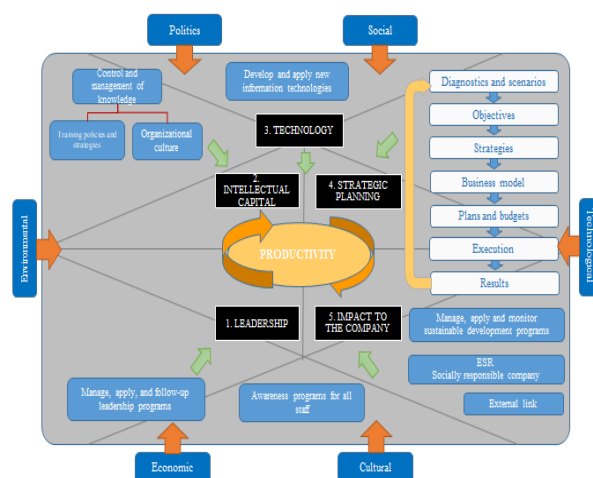
In the zone of exit the little motor and very dependent factors are located F7, F11 and F14.

## Proposal

As can be seen in the results obtained from the evaluation applied to the different hotels and dependencies found in the state of Tabasco according to the scale of development, some criteria have presented areas of opportunity that affect the productivity of the region as well as also the results obtained by the study of structural analysis have left in evidence the key factors that directly and indirectly affect the dependent variable, leaving much clearer the current landscape in terms of productivity in the hotel sector of the state of Tabasco.

Based on these results, a model has been developed by means of which improvement actions are proposed for the criteria and for those factors that, due to their influence and dependence on the dependent variable, demand greater attention in such a way that, when implemented, productivity can be raised in the hotels of the State of Tabasco.

## Analysis of the Model.



**Figure 3** Proposal for an Integral Model for Improving Productivity.

Source: Contribution of the researcher 2017

The objective of this model is to generate an improvement in the productivity of business hotels in the state of Tabasco but as a result of this improvement it is implicit that generate changes, which however necessary they affect the working climate and alter the culture organizational so it is necessary that this is accompanied by an awareness-raising intervention that makes the change process an opportunity for improvement, avoiding negative changes and conflicts.

The processes of sensitization to change, as a management policy, are the worthy and pedagogical way to help understand the new system, its reasons, motivations, and consequences that will imply.

The sensitization processes are aimed at the entire organization, but they must start at the managerial level, that is, through the leaders.

The importance of counting in the organization with leaders is so imperative with the organizational vision since they are those that intelligently define the goals to achieve the objectives.

A visionary leader infuses his organization with a concrete sense of mission, trust, collaboration, a sense of interdependence, motivation and co-responsibility for success.

In short, a leader is a person, able to motivate people and help develop, able to continually reinvent, to assess both the results and the quality of relationships in the organization and embody the fundamental values on which the latter is support.

Achieving with this an organization where the efforts not only focus on obtaining a good financial result, but also include becoming suppliers, employers and favorite investment destination for clients, employees and investment.

After developing leadership, the focus will be on making staff grow in all areas, both in the personal aspect and in the development of skills and abilities, and as a foundation so that they can contribute development plans for the organization, becoming an organization that learn through them.

Having an intellectual capital with skills, knowledge and attitude to continue to develop can be considered the creation of a structural capital that includes technological equipment, programs, and avant-garde databases that allow raising productivity in terms of technological infrastructure.

In the area of information management, organizations must now rely heavily on the administration of information and technology, as is the case with the study organization, which proposes that leaders focus their people on the use of information and benefits that technology provides for the administration of information, thereby achieving greater efficiency and effectiveness in the daily work.

Covering the aspects of leadership and staff development, the company and the staff are prepared in attitude and aptitude to participate in a comprehensive manner for the creation of the strategic plan, which will bring as a consequence that it has its lines of development and action that allow you to have a solid foundation on the work or project you will undertake, as well as to be able to measure the results since you will have specific goals.

Organizations today can not live in isolation, they have to interact strongly with their clients, suppliers, the government and the entire society in which they are immersed in order to measure how they are evaluated as a company and the impact they are generating in the context. For them it is important to look for the means of feedback that allow the actions to be channeled towards results that are in harmony with society.

In terms of Social Responsibility, when considering a performance evaluation, it should be considered that it encompasses a set of practices, strategies and business management systems that pursue a new balance between the economic, social and environmental dimensions that seeks to provide benefits to employees, to suppliers, to the families of their workers, to their environment, fostering within the organizational culture respect for the culture and traditions of the region and the environment, covering one of the main sustainability axes and, overall, complementing the impact on the society.



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## Conclusions

As trade barriers disappear and the needs of customers converge, every organization sees the need to seek continuous improvement, which implies measuring current results to improve them.

Issues such as effectiveness, efficiency, productivity and competitiveness must be evaluated and reinvented in such a way as to allow the organization to improve its results.

The model proposes to urge the organization to develop dense communication networks that transfer learning and inculcate a sense of reciprocity between the systems that make up the organization, becoming an organization that learns.

Conformed by satisfied and motivated employees fully committed to the achievement of the objectives to the degree that is perceived by clients and these in turn feel captive for an integrated organization that evolves in a manner consistent with its mission and vision.

As it can be observed in the proposal before the implementation of any improvement, it will always be imperative to consider how the variables of the context affect to take the necessary measures.

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