Analysis of the Work Environment in a Hotel Company in Mexico

Javier Gonzalez Yur[*] and Dra. Gladys Hernandez Romero
University Juarez Autonoma de Tabasco, Villahermosa, Mexico.
[*]Corresponding author email id: javier95511@gmail.com

Abstract – The objective of this research is to evaluate the organizational work environment and job performance of a hotel company in Puerto Vallarta, Jalisco. The goal is to identify which factors have deficiencies and therefore generate improvement scenarios. This particular hotel has 280 employees, of which a sample of 226 employees distributed among the three work shifts were selected to participate in the organizational climate study. The morning shift with 133 employees, evening with 72, and 21 employees from the night shift. They were comprised of men and women between 20 and 60 years of age and with varying levels of education. A questionnaire was used as a research tool which was divided into different categories: structure, leadership and management, motivation and satisfaction and finally support and mode of relationships. The results of the research had a positive impact for the company showing overall good organizational climate, but there were also several areas where the opportunity for growth and improvement are possible.

Keywords – Organizational Work Environment, Job Performance, Employee Capability, Results.

I. INTRODUCTION

Work climate is defined as the set of social and psychological conditions that characterize a company, and that have a direct impact on job performance of employees (Hernandez, 2014).

Palaci (2005, p. 155) states that: "Work performance is the value that is expected to be contributed to the organization by the different behavioral episodes that an individual carries out in a period of time." These behaviors, by the same or several individuals (s) at different moments, will in turn contribute to organizational efficiency. The driving force for the achievement of organizational objectives is its human resources, which is why employees must be rewarded for their work performance and in this way achieve a balance between organizational climate and work performance of its employees.

II. THEORETICAL FRAMEWORK

This section aims to provide a theoretical perspective of the research problem, concepts, models, theories and dimensions of the working environment.

A. *Organizational Climate Overview*

Generally, the organizational work environment is an issue that influences the effectiveness of people. Currently it is one of the best-known topics, but unfortunately it is not taken into account. The organizational work environment is considered as the environment that the worker perceives in the organization based on their qualities, behaviors and attitudes, as well as an environment for learning, self-development, sharing knowledge, and self-expression.

Jaime and Araujo (2007) mention that since the twentieth century, a great variety of studies related to the organizational work environment have been carried out. However, it is considered not possible to generalize or establish a definition and a scope of the subject. In addition, it has been referred to in different ways, such as;

job satisfaction, climate, and behaviors among others. Chiavenato (2000) considers that the organizational work environment can be defined as the qualities or characteristics of the environment in which people work, which can be perceived by the employees of the organization and also influences their behavior.

B. *Organizational Work Environment Characteristics*

The working environment that is generated in a company depends to a large extent on its population and how they are characterized, either by their behavior, performance and the results that they achieve. That is why the company must know how the work environment flows in the organization, what its characteristics are, how it is generated, when the supervisors, directors or managers are present in the work area. For this reason, it is important to know what employees think about the company and the role of their bosses. Next we will discuss some characteristics that describe the working environment.

Tagiuri quoted in Brunet (2011) considers, first and foremost, that the work environment is a specific aspect of diverse situations, in addition to containing different elements. However, it is important to note that most of the time the work environment is determined by its aptitudes and the different ways people behave. It mentions workers who perform the same activity or task can exist in different environments. Finally, it is difficult to describe the environment with words, but its impact can be more easily perceived or recognized and there can be consequences regarding the behavior in the organization.

C. *Organizational Climate Model*

[*Likert model*] According to Likert (2014) various points about his theory are contemplated which are relevant when discussing the issue of organizational work environment. Some of the talking points to study of the model is the behavior of the variables that affect it. The types of organizational work environment that are represented are confused with leadership theories because it involves some descriptive variables of the organizational work environment. For this reason, they should be studied more carefully and attention paid to details.

To detect how the extent to which the organizational work environment influences individuals, it is imperative to know them. They have been investigated by interested scholars to find out which elements affect the work environment of organizations.

[*Litwin and stringer model*] For Castillo (2008), Litwin's explanation refers to the fact that individuals behave according to how they individually see and experience their work environment in the organization they work for. Their perception is essential to understand and give meaning to the tasks they perform at work. Through this concept it is important to mention that attitudes reflect the behavior of the environment in which each of the employees within the company is surrounded by. This can generate conflicts if the behaviors that are not favorable for the development of the job activities or tasks of the staff are not detected. Using Likert's organizational work environment theory cited by Brunet (1999) establishes that the behavior assumed by subordinates depends directly on administrative behavior and the organizational conditions they perceive, therefore, it is concluded that the reaction will be determined by the employee's perception.

[*McClelland's needs model*] David McClelland (1973) claims that work motivation varies depending on the needs of each person. Needs that will have to be predominantly satisfied through the job position. McClelland penned in The Achieving society his theory about individual necessities. Suggesting that people have specific

needs they form and shape throughout their life. McClelland quoted in Business balls carried out his research on successful executives and managers of companies in industrialized countries. He also made comparisons with executives and managers of companies in underdeveloped countries. In his studies he utilized projective technique; specifically, the Thematic Apperception Test (TAT).

Based on the results obtained, he identified three needs: Achievement or accomplishment, power, and affiliation.

III. CASE STUDY

A. *Objective:*

To evaluate the organizational work environment and job performance in a hotel company to identify factors with deficiencies and generate improvement scenarios.

B. *Methodological Design:*

The hotel has 280 employees, of which a sample of 226 employees distributed among the three work shifts were selected to participate in the organizational climate study. The morning shift with 133 employees, evening with 72, and 21 employees from the night shift. They were comprised of men and women between 20 and 60 years of age and with varying levels of education. The research tool employed was divided into four categories: structure, leadership and management, motivation and satisfaction, and finally support and mode of relationships. Which consisted of the evaluation of certain statements based on the following scale: bad, regular, good and excellent. The questionnaire applied to the employees was:

Table 1. Organizational climate questionnaire.

Job Position:			Antiquity:		Gender:	( ) Male
Age:	( ) 20-30 ( ) 31-40 ( ) 41-50 ( ) 51-60					( ) Female
Educational Level:	Elementary school ( ) High school ( ) Bachelor's ( ) Master degree ( ) Other ( )					

GENERAL INSTRUCTIONS Here are several statements about the hotel where you work. In order to diagnose the work environment, we need you to objectively and sincerely assess the level reached by the following indicators that are listed below.	1 = Never. 2 = Very Rarely. 3 = Occasionally. 4 = Many Times. 5 = Always.

No.	Indicators and variables	1	2	3	4	5
1.	The hotel has suppliers, who guarantee the appropriate raw material or merchandise for production or services.					
2	Leaders are the inspiration for our work.					
3	Everyone in the area works with dedication and enthusiasm.					
4	The staff is competent for the performance of the position.					
5	Workers often share in activities inside and outside of work.					
6	The hotel has advanced technology (building, equipment, work materials, etc.) that ensure the					

	success of production or services.					
7	The boss meets with you to find out your criteria (opinion).					
8	Effort at work is recognized or encouraged.					
9	Workers want to promote job position.					
10	A group and fraternity atmosphere predominates.					
11	Workers can express their honest thoughts to managers.					
12	There are work rules and procedures that guarantee successful performance in the position.					
13	The boss orients and communicates clearly the tasks or activities to be carried out.					
14	The place where we work is well set (lighting, ventilation, hygiene, etc.).					
15	Disagreements between team members are adequately discussed.					
16	Adequate information is provided on the hotel's situations, data and problems.					
17	There is a regulation that guides compliance with discipline at work.					
18	Criticisms can be made to the boss, as he accepts them and tries to overcome them.					
19	The boss trusts our ability to carry out targeted activities.					
20	The work I do requires initiative and creativity.					
21	Salaries correspond to the demands of the position and the company.					
22	Frequent contacts are maintained between bosses and subordinates.					
23	The company has defined the functions and requirements of each position or position.					
24	Those who direct maintain the requirement for daily work.					
25	There is real concern for the physical and psychological health of the worker.					
26	Prompt and fair disciplinary action is applied.					
27	Problems in the area are discussed constructively.					
28	Company policies (rules or guidelines established to govern) ensure the commitment and participation of workers.					
29	The boss encourages subordinates to set themselves ambitious tasks.					
30	The area has the necessary tools and means of work.					
31	There is cooperation between the work areas to achieve the mission.					
32	The flow of information within and between departments facilitates the development of production or services.					
33	The boss experiences satisfaction with the progress of any worker.					
34	Time and effort is devoted to staff training and development.					
35	The criticisms that are made in the team are accepted and surpassed without reservation.					
36	Higher levels promote positive changes for the organization.					
37	Fair recognition is given for excellent performance on the job.					
38	There is real concern for the personal problems of the workers.					

39	Team members express their true feelings during discussions or debates.				
40	The boss tries to solve the problems that arise.				

IV. RESULTS

The total number of staff surveyed rated the work environment as follows: 47.79% consider the work environment within the organization to be Good. 23.01% believe it is Regular. 15.49% think it is Excellent and only 13.72% of employees questioned rated it as Bad.

The organizational structure is made up of all the areas in which the work is divided into, different tasks and the coordination of these, the foundation, equipment, work materials and personnel. That through company rules and policies it is sought the commitment of employees in order to maintain order and control to achieve success.

[*Analysis*] 46.02% of staff consider the Structure to be Good, 26.99% of employees think it is Excellent, 19.47% rated the structure of the organization as Regular and finally only 7.52% of surveyed believe the structure is Bad.

Motivation is understood as the processes that affect the direction and persistence of the effort that a person makes to achieve a goal, conditioned by the ability of the effort to satisfy some personal need. While job satisfaction is understood as a positive attitude or emotional state of the person as a result from the perception of work or work experience.

[*Analysis*] Most of the staff consider that the Motivation and satisfaction in their work is Good with a total of 45.13%. 25.66% think it is Regular. 15.04% consider it to be Excellent and lastly 14.16% rated the motivation and satisfaction as Bad.

Support is known as the reward given to employees. They are given a voice in decision making while their supervisors are seen as individuals who provide support. Good job relations and effective social dialogue are means of promoting better working conditions that foster cooperation and economic performance, thereby helping to create an environment conducive to the achievement of goals.

[*Analysis*] 40.71% of employees consider that the Support and Mode of Relations within the organization is Good. 26.55% qualify it as Regular. 23.45% think it is Bad and only 9.29% of employees consider it to be Excellent.

A. *Working Environment in Relation to Leadership and Management*

Business management is the activity aimed at leading, managing and controlling the efforts of a group of individuals making up company staff working towards common goals predetermined by the organization.

Leadership is the part of a manager's activities through which the conduct of individuals and groups can be influenced. This is so that they voluntarily contribute towards the achievement of the desired objectives.

[*Analysis*] 40.71% of employees in the organization consider that leadership and management is Good. 24.34% rate it as Excellent. 20.35% think it is Regular and 14.60% feel it is bad.

B. *Job Performance*

The term job performance refers to what the worker actually does and not just what they know how to do. Th-

-erefore, aspects such as the skills, the behavior of the discipline and the personal qualities that are required in the performance of certain occupations and positions are essential.

[*Analysis*] The job performance of each one of the workers was rated as follows. 59% of employees are considered to have a Good job performance within the organization. 25% are Optimal and 16% have Regular performance.

C. *Function Performance*

The performance of the function is considered exclusively to the behavior and development carried out by employees in their corresponding activities. Employees attitudes towards the client and colleagues are shaped by the accuracy, dedication, and neatness in the work executed.

[*Analysis*] The performance function of each of the employees of the organization was rated as follows. 59% of the employees are considered to have Good job performance. 25% have optimal job performance function and 16% have Regular performance.

D. *Individual Characteristics*

These are the qualities with which the employee strengthens the work team. Understanding of situations and displaying the commitment and ability to create ideas in the work area and implement them.

[*Analysis*] The individual characteristics of each of the employees of the organization were rated as follows. 57% of the employees are Good. 27% are regular and 16% are Optimal.

V. ANALYSIS OF IMPROVEMENT AND RECOMMENDATIONS OF THE ORGANIZATIONAL CLIMATE AT THE CORPORATE LEVEL

The organizational work environment at the corporate level is rated as "Good". However, there is an opportunity for growth and improvement because 15.49% of employees rated it as "Excellent", which is only 1.77% more than those employees who consider it "Bad" which is at 13.72%.

In order to calculate the organizational work environment, four factors were taken into account. Structure, motivation and satisfaction, leadership and management and finally support and mode of relationships.

A. *Support and Mode of Relationships*

(1) Create spaces to promote coexistence among employees without discriminating in specific areas.

(2) Criticisms and opinions of employees must be encouraged and received in an acceptable way in order to provide timely solutions.

(3) Propose strategies for cooperation between the different departments.

(4) Managers and leadership must show a sense of concern towards employees and their families, social and psychological problems to show support.

B. *Leadership and Direction*

(1) Create bonds of trust between the managers and the leaders in charge to know first-hand employee opinions.

(2) Promote positive changes that impact the organization by the higher ranking positions.

(3) Work on the development of emotional skills that allow leaders to be receptive to constructive criticism from staff.

(4) Clearly guide and communicate the activities and tasks to be carried out by the managers. Also, encourage the leaders in charge to consider ambitious tasks under their tutelage.

C. *Motivation and Satisfaction*

(1) Ensure that the job description is equitable to salary.

(2) Ensure that the work areas have the necessary tools, equipment and means to perform their tasks and functions as well as the environment in which they are executed.

(3) Provide opportunity for training and staff development.

(4) Encourage staff to carry out their activities with dedication through incentives or recognitions.

D. *Structure*

(1) Establish job protocols and procedures that guarantee the performance of the functions of employees.

(2) Specify work description for each job position performed in the organization.

(3) Improve communication between the departments of the organization to improve customer service.

VI. ANALYSIS OF IMPROVEMENT AND RECOMMENDATIONS OF WORK PERFORMANCE AT THE CORPORATE LEVEL

The work performance at the corporate level shows a percentage of 58% which is "Good". However, there is an opportunity for growth and improvement due to the fact that 16.10% of employees rated it as "Regular". In order to calculate work performance, two factors were taken into account. Job function performance and individual characteristics.

A. *Function Performance and Individual Characteristics*

(1) Train staff who know just enough to carry out their tasks as well as staff who show the interest and desire to increase their knowledge for the performance of their activities.

(2) Generate an environment of collaboration among employees avoiding apathy among the work team.

(3) Develop an organizational culture to promote management skills through workshops to create an objective perception of internal problems.

VII. CONCLUSION

The research carried out in this hotel helped its leaders because the weak points it has at a general level and in each work area were located. We made the appropriate recommendations to turn those weak points mentioned into opportunities to improve the performance of their employees and thus be able to offer a better service to customers. As they comply with the established recommendations, their level of teamwork and work environment will be reflected in the performance of each worker, therefore, the stay for guests will be more

pleasant and they will feel more comfortable and satisfied. This will represent positive opinions both within the work team and in the clients, which will generate greater sales and growth opportunities for the hotel.

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AUTHOR'S PROFILE

First Author
Javier Gonzalez Yur, was born in July, 1995, in La Havana Province of Cuba. He moved to Mexico in 2013 and he is a student at the University Juarez Autonoma de Tabasco (Mexico) for the Bachelor of Accounting.

Second Author
Dra. Gladys Hernandez Romero, is PhD in Education. Full professor at the Universidad Juarez Autonoma de Tabasco (Mexico). Member since 2012 of the state register of researchers and since 2013 the state system of researchers. Creditors during the period between June 2013 and June 2016 before the National Association of Colleges Schools Accounting and Administration. email id: doctoragladys@hotmail.com