



# Title: Organizational Culture in the human resource of a Mexican Hotel Organization

## Author: PÉREZ-MAYO, Augusto Renato

Editorial label ECORFAN: 607-8695  
BCIERMMI Control Number: 2020-04  
BCIERMMI Classification (2020): 211020-0004

Pages: 6  
RNA: 03-2010-032610115700-14

**ECORFAN-México, S.C.**  
143 – 50 Itzopan Street  
La Florida, Ecatepec Municipality  
Mexico State, 55120 Zipcode  
Phone: +52 1 55 6159 2296  
Skype: ecorfan-mexico.s.c.  
E-mail: contacto@ecorfan.org  
Facebook: ECORFAN-México S. C.  
Twitter: @EcorfanC

[www.ecorfan.org](http://www.ecorfan.org)

Holdings		
Mexico	Colombia	Guatemala
Bolivia	Cameroon	Democratic
Spain	El Salvador	Republic
Ecuador	Taiwan	of Congo
Peru	Paraguay	Nicaragua

# Introduction

Studying culture in organizations has a high degree of importance within the organizational environment, due to the influence it has on the behavior of employees. Its diagnosis is fundamental. The existence of an adequate or optimal organizational culture has a positive impact on the performance of employees and the organization in general. Therefore, studying the culture in a public or private organization and whether it serves the decision making of the top management is decisive, to directly influence the service provided to the clients. In a hotel, strategies, policies, objectives, and goals should focus on customer service that is satisfactory. The most important point in any organization that is dedicated to lodging service, is to know just what kind of service culture it provides. In other words, the organizational culture is a set of beliefs, values and norms that are specific behavioral expectations imbued in the organization, which are not simply written down in a manual that must be known to improve. (Manucci, 2010).

# Literature review

The organizational culture has been measured by instruments that bring together the main characteristics of the organization. One of them is Cooke and Lafferty's (1989) Organizational Culture Inventory, which has a fully human orientation, reflecting perceived support, cooperation, mutual respect, and consideration, as dimensions.

Cooke and Lafferty's model provides an image of the organization's culture, based on the norms of human resource behavior in organizations. It focuses on the behavioral patterns that members believe are necessary to fit and meet expectations within their organization. There are 12 types of behavioral patterns, which are organized in three general dimensions; they are distinguished between:

**Constructive culture:** Its members are encouraged to interact with people and approach tasks in ways that help them meet their needs. It has 4 subgroups: Accomplishment, self-actualization, humanist-encouragement, and affiliation.

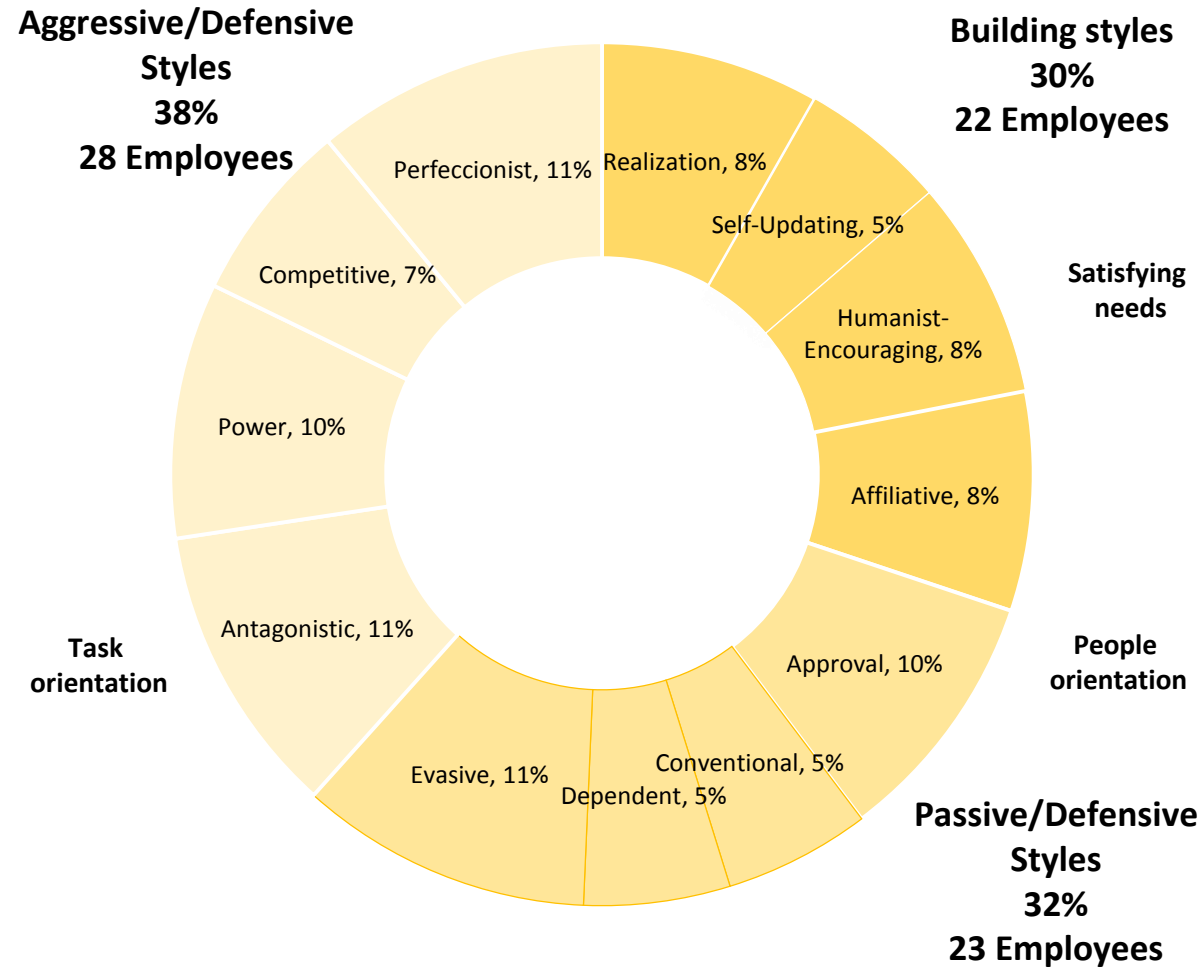
**Passive/Defensive Culture:** Its members believe that they should interact with people in a way that does not endanger their own safety. It has 4 subgroups: approval, conventional, dependent and avoidance.

**Aggressive/Defensive Culture:** Its members seek to approach the task in forceful ways to protect their status and safety. It has 4 subgroups: antagonistic, power, competitive and perfectionist

# Methodology

This research comprises a descriptive study with a quantitative approach. In this sense, "descriptive studies seek to specify the properties, characteristics and profiles of people, groups, communities, processes, objects or any other phenomenon that is subject to analysis", "in quantitative studies their purpose is to measure independently or jointly the variables that will allow evidence of the study of the phenomenon in particular and establish the relationships" (Hernández, 2014). The aim of this research is precisely to describe the dominant culture of an organization in Mexico. This information will make it possible to determine what aspects of its culture are. The Organizational Culture Inventory (OCI; Cooke & Lafferty, 1987) was used, which is a quantitative instrument by Cooke and Lafferty. The design of this research can be defined as non-experimental. "Non-experimental research is observing phenomena as they occur in their natural context, and then analyzing them" (Hernández, 2014). The data collection for this study was cross-sectional since the data collection was in a limited time. The sample to be considered for this study is 73 hotel employees, 100% of whom are employees.

# Results



# Conclusions

The organization must seek to increase the constructive style of its organizational culture to achieve the objectives since, according to the theory of Cooke and Lafferty is the best style for optimal performance in the organization. It is also necessary to lower the percentages of the aggressive/defensive and passive/defensive styles because it is a service organization.

The implementation of an intervention program is recommended to implement the constructive style because they are the ones that are more oriented to the human being and his relations, since in the hotel there is always direct contact with the guests and these are the main objective of the organization for the construction of the fidelity with the organization.

# References

- Aguilar Edwards, A. (2006). El diagnóstico de “La” cultura organizacional o las culturas de la cultura. *Global Media Journal*, 3(6), 1–11. <https://www.redalyc.org/articulo.oa?id=68730612>
- Barney, J. B. (1986). Organizational Culture: Can It Be a Source of Sustained Competitive Advantage? *Academy of Management Review*, 11(3), 656–665. <https://doi.org/10.5465/amr.1986.4306261>
- Cooke, R.A., & Lafferty, J.C. (1989). *Organizational Culture Inventory*, Plymouth: Human Synergistics.
- Fernández, N., & Bringmann, E. (2007). El impacto de la cultura organizacional y del liderazgo en las empresas familiares. *Conocimiento, Innovación y Emprendedores: camino al futuro*. Logroño: Universidad de la Rioja, 3428-3444.
- Fernández, Tabaré (2004) Clima organizacional en las escuelas: un enfoque comparativo para México y Uruguay, *Revista electrónica iberoamericana sobre calidad, eficacia y cambio en educación*, 2(2).
- Gordon, G. G. (1991). Industry determinants of organizational culture. *Academy of management review*, 16(2), 396-415.
- Other....



**ECORFAN®**

© ECORFAN-Mexico, S.C.

No part of this document covered by the Federal Copyright Law may be reproduced, transmitted or used in any form or medium, whether graphic, electronic or mechanical, including but not limited to the following: Citations in articles and comments Bibliographical, compilation of radio or electronic journalistic data. For the effects of articles 13, 162,163 fraction I, 164 fraction I, 168, 169,209 fraction III and other relative of the Federal Law of Copyright. Violations: Be forced to prosecute under Mexican copyright law. The use of general descriptive names, registered names, trademarks, in this publication do not imply, uniformly in the absence of a specific statement, that such names are exempt from the relevant protector in laws and regulations of Mexico and therefore free for General use of the international scientific community. BCIERMMI is part of the media of ECORFAN-Mexico, S.C., E: 94-443.F: 008- ([www.ecorfan.org/](http://www.ecorfan.org/) booklets)