

FIRM PERFORMANCE IN A HOSPITALITY CONTEXT: A STRUCTURAL MODEL

Carlos Alberto Alves

Carlos Alberto Alves Programa de Pós-Graduação em Hospitalidade - Universidade Anhembi Morumbi - Laureate International Universities. Rua Casa do Ator, 294, 7º andar - Cep 04546-001- São Paulo/Brasil calves761@gmail.com - 55-11-38473037 Possui Doutorado em Administração (Marketing) pela Universidade Nove de Julho e Mestrado em Administração (Redes de Negócios) pela Universidade Paulista. Professor do Programa de Pós-Graduação em Hospitalidade e do Mestrado Profissional de Gestão de Alimentos e Bebidas (A&B) da Universidade Anhembi-Morumbi - Laureate International Universities. Desenvolve estudos e pesquisas nas áreas de marketing; marketing de varejo e marketing de serviços; comportamento do consumidor; marketing de relacionamento e canais de distribuição. Seus trabalhos mais recentes lidam com as perspectivas estratégicas de marketing nas pequenas e médias empresas.

The aim of this research is investigating the relationship between hospitality, customer orientation and firm performance in the context of purchase tourism destination. A conceptual framework was developed based on previous literature and 2 hypothesis and relationships were proposed. A sample of 144 respondents was selected to examine the relationships between constructs. Structural Equation Modeling (SEM), using SMART PLS was used to test the conceptual framework and hypotheses. Hospitality and customer orientation contributes for firm performance; all hypotheses were supported and all direct effects were significant. We learned that for a firm, the perception of firm hospitality by the guest/visitor is important and contribute: to get new and more guest/visitors; to increase the sales and consequently the profit; and help the firm increase the market share. According the proposed model, 69% from firm performance come from hospitality and customer orientation, and 31% comes from other sources, like product, price, place, and management or other mix or combination of these that aren't considered here. In the literature, we don't have any empirical or theoretical research that specifically link hospitality concept with firm performance; this is the first research that tries to bring this discussion to the academy. Our results had shown that although the lack of literature, results are consistent, obviously considering this sample and context. Managers therefore need to understand and apply the concept of hospitality and look for employees that have trait of customer orientation or hospitableness. Especially in the sectors, which is characterized by high personal contact, being customer oriented includes providing memorable experiences in the service delivery process.

Palavras-chave: Hospitality, hospitableness, customer orientation, firm performance

Referências: Ariffin, A. A. M., Nameghi, E. N., & Zakaria, N. I. (2013). The effect of hospitableness and servicescape on guest satisfaction in the hotel industry. *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration*, 30(2), 127-137. Ashness, D., & Lashley, C. (1995). Empowering service workers at Harvester Restaurants. *Personnel Review*, 24(8), 17-32. Bessa, V. d. C., Turpin, M. E., & Sinder, M. (1999). Estrutura econômica e tecnológica do comércio. *São Paulo em Perspectiva*, 13, 103-111. Blain, M. (2012). 'Hospitableness': can the sub-traits of hospitableness be identified, measured in individuals and used to improve business performance? (Doctor), Nottingham Trent University, Nottingham, UK. Blain, M., & Lashley, C. (2014). Hospitableness: the new service metaphor? Developing an instrument for measuring hosting. *Research in Hospitality Management*, 4(1-2), 1-8. Brady, M. K., & Cronin Jr, J. J. (2001). Customer orientation: Effects on customer service perceptions and outcome behaviors. *Journal of Service Research*, 3(3), 241-251. Brotherton, B. (1999). Towards a definitive view of the nature of hospitality and hospitality management. *International Journal of Contemporary Hospitality Management*, 11, 165-173. Brown, T. J., Mowen, J. C., Donovan, D. T., & Licata, J. W. (2002). The customer orientation of service workers: Personality trait effects on self-and supervisor performance ratings. *Journal of Marketing Research*, 39(1), 110-119. Gray, B. J., Matear, S. M., & Matheson, P. K. (2000). Improving the performance of hospitality firms. *International Journal of Contemporary Hospitality Management*, 12(3), 149-155. Grisseemann, U., Plank, A., & Brunner-Sperdin, A. (2013). Enhancing business performance of hotels: The role of innovation and customer orientation. *International Journal of Hospitality Management*, 33, 347-356. Harris, E. G., Mowen, J. C., & Brown, T. J. (2005). Re-examining salesperson goal orientations: personality influencers, customer orientation, and work satisfaction. *Journal of the academy of marketing science*, 33(1), 19-35. Hennig-Thurau, T. (2004). Customer orientation of service employees: Its impact on customer satisfaction, commitment, and retention. *International Journal of Service Industry Management*, 15(5), 460-478. Homburg, C., Wieseke, J., & Hoyer, W. D. (2009). Social identity and the service-profit chain. *Journal of Marketing*, 73(2), 38-54. Hult, G. T. M., Hurley, R. F., & Knight, G. A. (2004). Innovativeness: Its antecedents and impact on business performance. *Industrial marketing management*, 33, 429-438. Kozak, M., & Rimmington, M. (1998). Benchmarking: destination attractiveness and small hospitality business performance. *International Journal of Contemporary Hospitality Management*, 10(5), 184-188. Lashley, C. (2008). Studying hospitality: Insights from social sciences. *Scandinavian Journal of Hospitality and Tourism*, 8(1), 69-84. Lashley, C. (2015). Hospitality and hospitableness. *Research in Hospitality Management*, 5(1), 1-7. Lumpkin, G. T., & Dess, G. G. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. *Academy of management Review*, 21(1), 135-172. Lynch, P., Molz, J. G., Mcintosh, A., Lugosi, P., & Lashley, C. (2011). Theorizing hospitality. *Hospitality & Society*, 1(1), 3-24. Pearce, M. R. (1998). The retail performance dynamic. *Ivey Business Journal*, 62, 62. Saxe, R., & Weitz, B. A. (1982). The SOCO scale: A measure of the customer orientation of salespeople. *Journal of Marketing Research*, 343-351. Tasci, A. D. A., & Semrad, K. J. (2016). Developing a

scale of hospitableness: A tale of two worlds. *International Journal of Hospitality Management*, 53, 30-41. Telfer, E. (2000). The philosophy of hospitableness. In C. Lashey & A. Morrison (Eds.), *In search of hospitality: Theoretical perspectives and debates* (pp. 38-55). Oxford: Butterworth-Heinemann.