

EFFECTS OF GENDER ON MARKET ORIENTATION IN SME HOTEL MANAGERS IN THE STATE OF SONORA, MEXICO

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Abstract: The objective of this research is to know the differences in the results of a T Student statistical analysis between the gender constructs of middle managers and Market Orientation (OM) in clients of SME hotels in the state of Sonora, Mexico. For the study, the data collected in the survey that was carried out for the doctoral thesis investigation Determination of the Requirements to Formulate Strategies in Market Orientation of the Tourism Sector: Case of SME Hotels in the State of Sonora were used. The T Student analysis for independent samples resulted in a bilateral significance of less than 0.05, revealing a significant difference between the effect of the gender of middle managers on OM in clients of SME hotels in the state of Sonora, Mexico. It was also found that the average value of the OM on the Likert scale from 1 to 5 of the female executives present a higher value compared to the male executives. It is concluded that the female gender becomes more competitive every day with respect to the male gender.

Keywords: Market orientation, customers, bilateral significance.

INTRODUCTION

Most Mexican companies are in the SME sector. Hence the strategic importance that they acquire in terms of national, regional or local economic development, only in 2006 there were more than 4 million companies (agricultural producers, ranchers, fish farmers, miners, artisans, manufacturers, shops, tourist and cultural services) of which 99.7% were micro (97%) and small (2.7%). The rest, medium (0.2%) and only 0.1% large corporate [1].

In Mexico, the development of tourist activities oriented towards customer satisfaction is significant in terms of economic benefit. Tourism is one of the most important sectors of the economy, followed by the oil

industry and remittances from Mexicans abroad. In 2007, it ranked eighth in the world in terms of attracting foreign tourists, with 21 million 424 thousand tourists [2] and generating income of \$17 thousand 901 million dollars [3], in addition the tourist activity is highly dependent on international economic fluctuations or catastrophic events [4].

While OM, as well as technological innovation and relational capital in SMEs, is a topic that continues to have areas of opportunity for research [5]. Thus, since the early fifties it was stated that organizations that adopted the concept of marketing would obtain better results and, since 1988, the Marketing Science Institute established as one of its lines of analysis the study of the OM of companies to their customers. and their markets, as well as the possible consequences that derive from this fact, becoming a central axis of business scientific study [6]. Due to the fact that companies in the tourism sector are labor intensive, especially hotels, the training of customer-oriented human resources plays a fundamental role and is key to achieving competitive destinations in a changing world like today [7].

In SMEs, strategic orientation has three main axes: OM, entrepreneurial orientation (OE) and learning orientation (OA) [8], particularly OM is defined as “the organizational culture that most effectively generates behaviors necessary for the creation of superior value for buyers, and therefore better results for the company” [9]. The purpose of preparing the employees of a company, to innovate and organize is to satisfy the client, in this sense a market-oriented company must be oriented to the clients, to its competitors and present a coordination between all its functions, representing a key capability in any business organization [10].

The formation of a construct on which all

the theoretical content of OM knowledge is based has run into the lack of a widely accepted marketing concept, resulting in a large number of definitions of the OM concept. Among the authors who have provided definitions of OM are: Felton, Shapiro, Kohli and Jaworski, Narver and Slater, Kohli, Jaworski and Kumar, Pelham and Wilson, and Kasper [11-18].

All this has led in organizations of different lines, to the development of a wide variety of studies, both theoretical and empirical, that are used worldwide, focused on the knowledge of OM, and on the verification of its relationship with other strategic variables within the area of marketing [18-19].

In most studies on OM, the customer is considered the central actor, in such a way that organizations that have a business philosophy and behaviors that place the customer as the main objective to satisfy, that is, that have a higher degree of OM, they get to develop more innovation [20].

Among the SME sectors, the service sector is increasingly important in the world economy. In Mexico, this trend is also observed where the contribution to GDP and job creation is very considerable. Within the service sector, national tourism is a pillar of the Mexican economy. According to the 2004 industrial census, the Mexican tourist accommodation sector is made up of 11,740 establishments, made up of 10,596 hotels [21].

In a study carried out by [22], in SMEs in the Sonora Mexico region, it has been found that there is a lack in the OM culture on the part of middle management executives, caused by poor training in the marketing profile. The study consisted of a survey where the middle managers rated themselves in the different areas of OM, yielding: in organizational culture an average of 60, in the degree of schooling it was found that 45.45% of the executives responsible for customer service in hotels, present a education less than

a bachelor's degree, 36.36% have a bachelor's degree, 9.09% a specialty level and 9.09% a master's level.

We could deduce from the literature that MO is a fundamental pillar for the success of SMEs and presents an obstacle that is difficult to fully solve, becoming a constant challenge to overcome in order to be competent in the market. On the other hand, companies in general, both international, national and regional, are in a constant struggle to maintain a successful OM. However, in the OM studies in the state of Sonora, Mexico, no research was found on the difference between executives of different genders. Then the question arises: is there variation in the OM between the middle managers of the female gender and the male gender in SME hotels? This reflection motivated to carry out this study and determine if there is a difference in the OM presented by the middle managers of the SME hotels in the state of Sonora, Mexico when they are of a different gender.

GENDER AND MSMES

In Mexico, the participation of women has increased in recent decades, according to the National Institute of Statistics and Geography (INEGI) that the total percentage of women entrepreneurs is 19.1 and they direct 47% of Micro, Small, and Medium Enterprises (INEGI, 2010). Studies carried out reveal that more than 98% of the universe of formal and informal companies in many countries are located in the group of MSMES, having a high participation in total sales, exports, GDP and employment [23]. From this it can be deduced that any problem that this type of company is going through has an unfavorable directly proportional repercussion on the macroeconomic and social indicators of the country of reference [24].

GENERAL GOAL

Once the problem to be investigated was defined, it was determined that the general objective of this investigation is to know if there is a significant difference in the market orientation in the hotels in the state of Sonora, Mexico with respect to the gender of the organization's middle managers.

METHODOLOGY

The purpose of this research is to know the effect of the gender of the middle managers of the PYMES hotels in the state of Sonora, Mexico, on the OM in the clients. Likewise, answer the question, is there variation in the OM between the middle managers of the female gender and the male gender in SME hotels?

In order to obtain conclusive information according to the purpose of this investigation, the following hypothesis was specified:

HA: There is a difference in the gender effect of the middle managers of SME hotels on Market Orientation in the Customer dimension.

According to the hypothesis, the research variables are:

1) Independent variable: gender of middle managers of SME hotels in the state of Sonora, Mexico.

2) Dependent variable: OM in clients of SME hotels in the state of Sonora, Mexico.

This research is developed under a mixed approach; using qualitative and quantitative methods. It is based on the OM problem presented by most service companies (Escalera, 2007). Determining first the current state on OM in which the PYMES hotels are located in the state of Sonora. For which a survey is used as a research instrument, which is applied to the middle managers of SMEs hotels, which is validated by the Factor Analysis (AF) method and later the results are analyzed to determine

the effect of the gender of the middle managers on the OM in the clients.

For this study, a random sample of 100 of the 545 existing SME hotels was used according to DATATUR (2021) using a confidence level of 95% and a permissible error of 5%, validity conditions when the parameter estimator has a normal behavior [25].

Of the 100 respondents, 37 were women and 63 men, see Table 1. The OM level of the Customer Analysis and Customer Strategic Actions dimensions was analyzed. Subsequently, it was analyzed whether there is a significant difference in the OM regarding the gender of the middle managers of the hotels using the T Student test for independent samples in the SPSS Software version 20, the results are presented in Table 1 on the OM of SME hotels..

RESULTS

1) The sample analyzed showed that of the 100 surveys, 37 were female and 63 were male.

2) the mean on the Likert scale from 1 to 5 of the OM in the clients was 3.4067 for the female gender, and 3.2396 for the male gender, see Table 1.

3) In the T Student test for independent samples, it was found that the bilateral significance is less than 0.05, which means that if there is a significant difference between the female and male gender of the middle managers of the SME hotels in the state of Sonora, Mexico, see Table 2.

Estadísticas de grupo					
	GENDER	N	Average	Deviation	Deviation - Average error
OM	Female	37	3.4067	.19971	.03283
	Male	63	3.2396	.43484	.05478

Table 1. group statistics

Independent samples test										
F		Levene's test of equality of variances		prueba t para la igualdad de medias						
		Next	t	gl	Next (bilateral)	difference of means	Standard error difference	95% confidence interval of the difference		
								Lower	Upper	
OM	Equal variances are assumed	4.493	.037	2.201	98	.030	.16709	.07590	.01647	.31770
	Equal variances are not assumed			2.616	93.714	.010	.16709	.06387	.04027	.29390

Table 2. T Student test for independent samples.

CONTRASTING THE HYPOTHESES

The hypothesis was verified by means of the T Student Test for independent samples, where the grouping variable was gender, for which the SPSS20 program was used with a confidence level of 95% and the following was found:

H_A : There is a difference in the gender effect of the middle managers of SME hotels on Market Orientation in the Customer dimension. When applying the Student T Test for independent samples, it can be observed in the significance column of Table 2 that the values are less than the reference value, which is 0.05, with which it can be concluded that if there is a significant difference in the effect of gender of middle managers of SME hotels on Market Orientation in the Customer dimension of these SMEs run by men or women.

DISCUSSION

The results of this study contribute to the understanding of the participation of gender,

OM level and its consequences for clients taking into consideration the context of hotel SMEs in the state of Sonora. According to the literature, in recent decades women have presented a participation in the administration of organizations above 40% in Micro, Small and Medium Enterprises (INEGI, 2010). With this research it can be affirmed that there is much to be done in the homogenization of the way in which women and men participate in companies. The results of this study show that there is a different effect of the female gender than the male gender on the OM towards the clients of SME hotels, however we know that the OM contains other components such as: competition, environment, and interfunctional coordination. Therefore, despite the result obtained, it would be very premature to confirm the existence of this difference in the global OM.

CONCLUSIONS

With the results of this investigation it can be concluded that the participation of

the female gender in organizations increases every day in a competitive way, this conclusion is based on the results in this study where the level of OM on the Likert scale from 1 to 5 resulted with a mean of 3.4067 higher than that of the male gender which reached 3.2396, see table 1.

This result was confirmed with the T test for the equality of means, in which the bilateral significance was less than 0.05, see table 2, it

statistically means that there is a difference in the effect on OM between the female and male gender.

It is also concluded that this study is limited, since it was carried out taking into account only the client component of the MO. It is recommended to expand the investigation to other OM components such as: competition, external factors, and interfunctional relationship.

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