v. 4, n. 9, 2024

Journal of
Engineering
Research

EFFECT OF AN ANALYSIS OF CLIENTS AND INTERFUNCTIONAL ACTIONS OF THE COMPANY ON STRATEGIC ACTIONS TO CLIENTS IN MARKET ORIENTATION IN SME HOTELS

Hernández-León Rafael
Universidad de Sonora campus Caborca

Cadena-Badilla Jesús Martín
Universidad de Sonora campus Caborca

Vásquez-Quiroga Joaquín
Universidad de Sonora campus Caborca

León-Moreno Francisco Javier
Universidad de Sonora campus Caborca

All content in this magazine is licensed under a Creative Commons Attribution License. Attribution-Non-Commercial-Non-Derivatives 4.0 International (CC BY-NC-ND 4.0).

Abstract: The objective of this research is to know the effect of the construct *customer analysis and interfunctional coordination on the construct Strategic actions for customers in a study on Market Orientation* of hotels SMEs from the state of Sonora, Mexico. The data is obtained through a survey of middle management executives. In the method, a statistical analysis with Smart PLS is applied. The results highlight the importance of the quality of the information, the effect of conducting an analysis on clients and the strategies taken for customer service. Regarding its originality, there are few empirical studies in this area of knowledge in the region. The relevance is to provide ideas to make the internal activities of hotels efficient. It is concluded that on a Likert scale from 1 to 5 there is a market orientation above average, with the limitation of not being able to generalize the results to the entire country.
Keywords: Market orientation, customers, Smart PLS.

INTRODUCTION

The construct Market Orientation (MO) has its origins with research that has been conducted since the 1960s, for example, Levitt (1960) and Drucker (1961). Currently it continues to be a subject of study, due to its important contribution to established or recently started organizations. The construct of OM has been modified over time to be adapted to technological, economic and social advances, and to bring together all the knowledge about OM in its definition has been a challenge for researchers. As a result, there is a large number of definitions, some of the first authors who participated in its formation are: Felton (1959); Shapiro (1988); Kohli and Jaworski (1990); Narver and Slater (1990); Kohli, Jaworski and Kumar (1993); Pelham and Wilson (1996); and Kasper (1998).

In order to evaluate the level of OM of the organizations, an analysis subscale is used for each market participant, another of actions, as well as a subscale to measure the degree of interfunctional coordination. Thus, OM is defined by nine behavioral components: customer analysis, distributor analysis, interfunctional coordination, competitor analysis, environmental analysis, strategic actions on the end customer, strategic actions on the distributor, strategic actions on the competition, strategic actions on the environment (Larnbin, 1996)

For this study, it was considered to analyze the components of Lambin: actions on the end customer, interfunctional coordination and strategic actions on customers.

According to García, Benito and Varela (2011), the OM of the client in hotel companies constitutes a key element of their success, so its knowledge is of interest, as well as the extent to which this variable is associated with different characteristics of the companies. companies.

Another important aspect within SMEs is constant learning. In this sense, Rodríguez, Alonso, Celemín and Rubio (2008) consider that learning and management of organizational knowledge have been configured as important sources to increase competitive advantages in companies in general and in particular for hotel companies. Without an adequate learning process that is coupled to the four phases of the knowledge management process: creation, storage, transfer and application of knowledge, hotel companies cannot ensure their survival today. Where competition is growing and customer demands are greater. To have constant learning in companies, instruments such as new information and communications technologies can be used (Vega, 2012).

In a study carried out by Vega (2012) in SME companies in the Sonora region of Mexico, he found a deficiency 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 middle managers rated themselves in the different areas of OM. The results showed: in organizational culture with OM, an average of 60, in the level of education it was found that 45.45 percent of the executives responsible for customer service in hotels have less than a bachelor's degree, 36.36% have bachelor's level, 9.09 percent specialty levels and 9.09 percent master's level.

PROBLEM STATEMENT

We can deduce from the literature that OM is a fundamental pillar for the success of SMEs. It presents an obstacle that is difficult to solve in its entirety, becoming a constant challenge to overcome to be competent in the market. On the other hand, companies in general, both international, national and regional, are in constant struggle to maintain a successful OM. Particularly, SMEs in the state of Sonora, Mexico, show a deficiency in OM in terms of philosophy, information processing, learning and interfunctional coordination. Furthermore, the research carried out on OM generally coincides in a direct relationship of OM with the use of information and communication technologies, and the business culture based on the uses and customs of companies. So, is it possible to know the effect of the constructs Customer *Analysis* and Interfunctional *Coordination* of the company on the construct Strategic actions for customers, in the OM of SME hotels?

GENERAL OBJECTIVE

To know the effect of the constructs Customer Analysis (AC) *and Interfunctional Coordination (IC*) of the company on the construct Strategic actions for customers (EC) in a study on OM of SME hotels..

HYPOTHESIS

H1. Performing a customer analysis results in taking better strategic actions regarding customers

H2. Carrying out interfunctional actions contributes to improving strategic actions on clients

METHODOLOGY

For this study, a random sample of 100 of the 545 existing SME hotels was used according to DATATUR (2021), of the 100 respondents there were 37 women and 63 men. A confidence level of 95% and an allowed error of 5% were used, validity conditions when the parameter estimator has normal behavior.

The dependent and independent variables of this study are operationalized as follows:

- Customer analysis (AC) Allows you to know customer satisfaction during their stay at the hotel.
- Interfunctional coordination (IC): Internal operation of the company between its different departments.
- Strategic customer actions (CE): actions that allow us to offer customers solutions adapted to their needs and not simply standard products/services, which respond to the future needs of the market..

Inferential data analysis is performed through Structural Equation Modeling. When executing the PLS algorithm, it was necessary to eliminate items that did not have the minimum load. The model is run again in order to improve it. Therefore, with the 100 questionnaires and in conjunction with the SmartPLS software parameters of a subsample of 5000 subsamples, the confidence interval method used is Bias-Corrected and accelerated (BCa) Bootstrap, a type of one-tailed test and the significance level of .05,

the variable crosses, the correlation matrix, the factor loadings, the average extracted variance (AVE), t-statistic, the explained variance (R2), the effect size were obtained. (f2), the standardized path coefficients (β), Heterotrait-Monotrait Ratio (HTMT) and the Standardized Root Mean Square Residual (SRMR), with the purpose of validating the values obtained, verifying their consistency, homogeneity, heterogeneity and this way test the proposed hypotheses.

RESULTS

In the inferential analysis through Structural Equation Modeling, which once the items that did not have the minimum loading were eliminated, we can see in Figure 1 the details in the PLS nomogram.

RESULTS

A) MEASUREMENT MODEL

Item reliability: the items show acceptable values in the reflective CI and EC elements (Table 1, Column 2). The loading factors are in the range of .785 to .962, exceeding the recommended minimum of .707. However, the loadings of the items of the AC construct presented values lower than 0.707.

- Internal consistency (construct reliability): Table 1 Columns 3,4,5 and 6 indicate that this validation is correct for the IC and EC constructs as it exceeds the minimum accepted by the Fornell & Larcker (1981) statistic. 707. However, for the AC construct it showed a value lower than 0.707.

- Convergent Validation: the evaluation is appropriate for this research. In Table 1 Column 7, it can be seen that AVE in two constructs CI and EC exceed the minimum required value of .500. The AC construct presented a value less than 0.5.

- Discriminant validation: to analyze this concept, the HTMT method was used, which according to Henseler et al. (2015) requires a maximum value of .85, Table 2 places the results as favorable, with a discordance in the relationship between IQ and EC.

B) STRUCTURED MODEL

Table 3 shows the evaluation of the model and the hypotheses proposed based on the literature review.

When examining the results of Table 3 and Figure 1, it is possible to verify that hypotheses H1 and H2 have non-significant values in t-statistic, the values of the path coefficient in hypothesis H1 are weak (less than .2: Chin, 1988) while hypothesis H2 presented a satisfactory path coefficient and its f2 does not have a significant impact on the dependent variables (at least .15 is required: Cohen, 1988). The statistical significance (t-statistic) obtained in hypotheses H1, H2 is not adequate, presenting values greater than .05 with ($p<.05$).

Hypotheses H_1 are rejected with a β=-0.044 and t-statistic of 0.088 ($p<.05$). They do not meet the minimum required values. Hypothesis H2 is accepted with β= 0.981 and t-statistic of 70.922 ($p<.05$).

CONCLUSIONS

INTRODUCTION

In conclusion, a summary and discussion of the results obtained in relation to the stated objective is offered, and a description of the contributions that this research work offers.

IN RELATION TO THE STATED OBJECTIVE

The objective of the research is met by obtaining the results of the SmartPLS analysis, and is concluded from the results of f^2 on the independent variables corresponding to the technologies: (a) the AC variable that has

Journal of Engineering Research ISSN 2764-1317 DOI: https://doi.org/10.22533/at.ed.317492414037

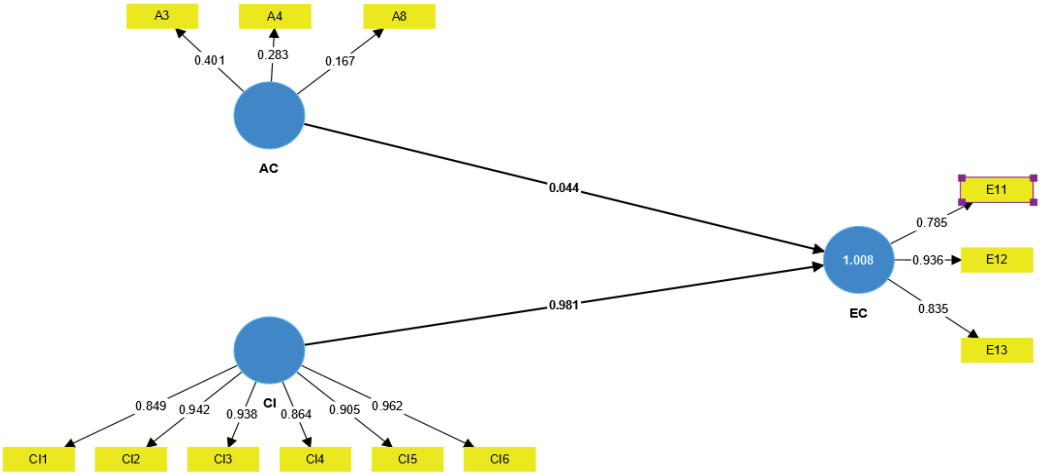

Figure 1. Own elaboration

Construct / Item	Burden	Cronbach's alpha	Rho_a composite reliability	rho_c composite reliability	Reliability composed rho_c	bird	R^2
AC		0.230	0.235	0.210	0.210	0.090	No aplica
A3	0.401						
A4	0.283						
A8	0.167						
CI		0.966	0.968	0.960	0.960	0.830	No aplica
CI1	0.849						
CI2	0.942						
CI3	0.938						
CI4	0.864						
CI5	0.905						
CI6	0.962						
EC		0.884	0.896	0.890	0.890	0.730	1.008
E11	0.785						
E12	0.936						
E13	0.835						

Table 1. Individual reliability of items and variables

	AC	CI	EC
AC			
CI	0.474		
EC	0.541	1.010	

Table 2. Heterotrait-Monotrait Ratio (HTMT)

Hypothesis	f^2	Path coefficient	T - statistics	Comment
H_1 Actions on clients -> Strategies on clients	-0.180	0.044	0.088	Rejected
H2 Interfunctional coordination -> Customer strategies	-89.427	0.981	70.922	Accepted

Table 3. Summary of results with SmartPLS

a very small or insignificant impact on the variable EC, (b) The CI variable presents a small considerable difference over the EC variable.

WITH RESPECT TO THE HYPOTHESES PROPOSED

The accepted hypothesis was H_2, while hypothesis H_1 was rejected, however the validation of the measurement model and the structural model is acceptable and can be improved by making adjustments in the assessment of the analyzed components.

Based on the results obtained, we can conclude that in future studies it is advisable to make adjustments to the model, manipulating the structural model with different interconnections between the variables. Another alternative is to carry out a new survey by removing the items eliminated in this first SmartPLS analysis from the instrument and carry out the analysis again in SmartPLS.

REFERENCES

DATATUR (2021). Recuperado en https://www.datatur.sectur.gob.mx/RAT/RAT-2021-07(ES).pdf

Felton, A.P. (1959): "Making the Marketing Concept Work". Harvard Business Review, 37 (4), pp. 55-62

Kasper, H. (1998): " Corporate Culture and Market Orientation: First and Preliminary Results from 18 Case Studies". 27th EMAC Annual Conference, from 20th to 23th may, Estocolmo. Proceedings, Vol. 2, pp.579-599.

Kholi, A. K. y Jaworski, B.J. (1990). "Market orientation: the construct, research propositions, and managerial implications". Journal of Marketing. Vol. 54.

Kohli, A. K., Jaworski, B. J. y Kumar, A. (1993). "Markor - A Measure of Market Orientation." Journal of Marketing Research, 30, 4 pp: 467-477.

Lambin, J. (1996). The Misunderstanding about Marketing. CEMS Business Review,
37-56.

Narver, J. C. y Slater, S. F. (1990). "The effect of a Market Orientation on business profitability." Journal of Marketing, 54, 4 pp: 20-35.

Pelham, A. M. y Wilson, D. T. (1996). "A longitudinal study of the impact of market structure, firma structure, strategy, and market orientation. Culture on dimensions of small-firm performance." Journal of the Academy of Marketing Science, 24, 1 pp: 27-43.

Shapiro, B.P. (1988). What the hell is market oriented?. Harvard Business Review. Vol. 66, No. 3, pp. 119-125. Publicado en 1989 bajo el titulo: "Ahora toda la empresa interviene en la estrategia de marketing". Harvard Deusto Business Review. No. 39, tercer trimestre, pp. 3-10.