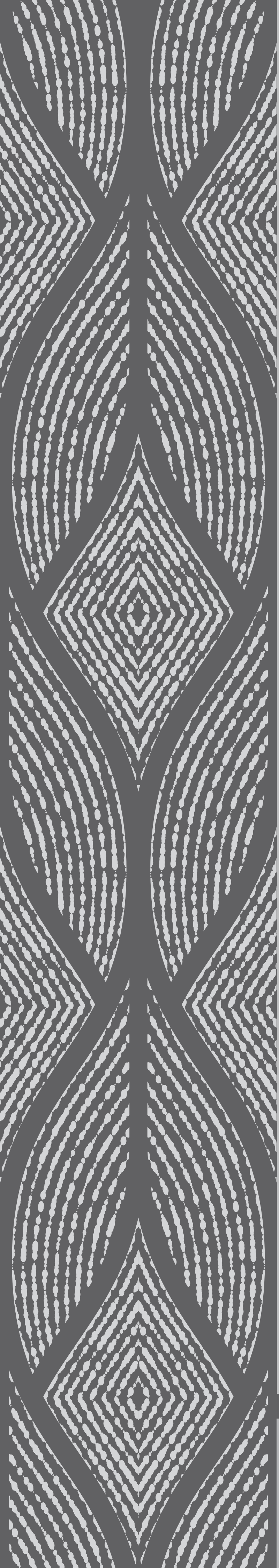
Hospitalidade e Encontro de Serviços

Pesquisas Sobre a Experiência de Consumo

Sérgio Luiz do Amaral Moretti
(Organizador)

EDITORA ARTEMIS
2020



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APRESENTAÇÃO

A presente coletânea “Hospitalidade e Encontro de Serviços: pesquisas sobre a experiência de consumo” engloba vários estudos realizados no âmbito da relação entre Hospitalidade e Serviços sob a perspectiva da experiência de consumo que todo comprador vivencia quando do momento da compra de um bem ou serviço. Tratam-se de textos que incluem rigorosa revisão da literatura sobre os temas contemplados em cada trabalho. Dessa forma, constituem-se importante referência para os estudiosos desses assuntos, tanto no âmbito acadêmico, quanto gerencial. Os procedimentos foram rigorosamente científicos cotejando a literatura respectiva a cada tema com pesquisas de campo. Os resultados estendem as fronteiras do conhecimento nas áreas respectivas.

A relação entre Hospitalidade e Serviços é crucial para os estudos do atendimento aos clientes posto que ambas incluem o encontro, no primeiro caso entre anfitrião e hóspede e, no segundo entre provedor do serviço e o cliente como o epicentro da entrega de serviços.

Um espaço hospitaleiro, portanto, é a base ideal para se mensurar a efetividade e eficácia do encontro de serviços. O campo de pesquisa é tributário de pelo menos duas outras importantes áreas de estudo: Relacionamento com Clientes e Experiência de Consumo. Ambos se tornaram fontes preciosas para se entender como este momento decisivo molda a percepção de satisfação do cliente com o que está recebendo.

Lembra-se que em Serviços, o cliente é atraído por uma promessa do provedor. Esta, por sua vez é decodificada pelo cliente para atender suas expectativas individuais. Por esta razão, o momento em que o serviço é entregue, se torna na expressão brilhante de Carlzon (1994), “o momento da verdade”. Nada poderia ser mais preciso do que isso. Esses assuntos são a temática desse livro.

Não posso deixar de agradecer ao talento e cooperação do Prof. Dr. Paulo Sérgio Gonçalves de Oliveira, que participou ativamente de quatro dos cinco capítulos, além de ter contribuído na organização desta coletânea.

Desejo a todos uma boa leitura!

Sérgio Luiz do Amaral Moretti

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ABSTRACT: Recent studies have sought to measure the influence of hospitality on the perceived service quality. In this case, the customer experience is crucial to satisfaction. The higher the customer satisfaction, the greater the probability of repeat purchase. The focus of these studies, therefore, is on the commercial aspect and on the competitive advantage of hospitality. The purpose of this article is to present a theoretical review and contribute to this topic, seeking the convergence of concepts such as hospitality, hospitableness, or organizational values to develop a research model that identifies the impact of customer service on the hotel industry. The results show that the analyzed concepts are related and interdependent, each contributing to the measurement model that we intend to develop.

KEYWORDS: Hospitality; Hospitableness; Organizational Values; Service Encounter; Consumption Experience.

A INFLUÊNCIA DA HOSPITALIDADE NO ENCONTRO DE SERVIÇOS: UM ESTUDO USANDO MODELAGEM DE EQUAÇÕES ESTRUTURAIS PELO SMARTPLS.

RESUMO: Pesquisas recentes têm procurado preencher uma lacuna no sentido de medir a influência da hospitalidade na percepção da qualidade do serviço. Especificamente, neste caso, a experiência percebida pelo cliente se torna crucial para uma avaliação positiva. Quanto melhor avaliado o serviço, maior a chance de recompra. O ponto focal destas pesquisas, portanto se encontra no domínio comercial e o diferencial competitivo que a hospitalidade pode oferecer. O objetivo deste artigo é fazer uma revisão teórica para contribuir neste novo campo buscando a convergência de conceitos como hospitalidade, hospitabilidade, valores organizacionais para futura elaboração de um modelo de pesquisa que identifique a influência do atendimento em empresas de serviços da hospitalidade. O resultado mostra que os conceitos analisados são relacionados e interdependentes, cada um deles contribuindo para a elaboração do modelo de mensuração que se pretende desenvolver.

PALAVRAS-CHAVE: Hospitalidade; Hospitabilidade; Valores Organizacionais; Encontro de Serviços; Experiência de consumo.

INTRODUCTION

Research on the consumption experience has benefited from the rise of the service sector and technological advancement in recent decades. In fact, we can say that it is an inevitable outcome of the domain of the intangible over the tangible in the consumer society (PINE; GILMORE, 1998; SCHMITT, 2002; ZOMERDIJK; VOSS, 2010). Knutson e Beck (2004) have shown that unbridled competition for customer loyalty has led companies to create bold strategies and work hard to create positive experiences. The starting point was the realization that experiences are responses to stimuli that may remain for a long time in the customer's mind. Given the complexity of human assessment of this phenomenon, an integrative and unifying approach in this field has not yet been modeled (TASCI; SEMRAD, 2016). For this reason, many areas of knowledge, including cognitive science and marketing, are focused on seizing the numerous opportunities of improving customer relationships (WALLS; OKUMUS; WANG; JOON; KWUN, 2011; FERREIRA; TEIXEIRA, 2013).

Specifically, in the case of services, the experience is the main element of assessment, however, its intangible nature makes it subjective and difficult to grasp (JOHNSTON; KONG, 2011). The issue is not simple, since in services the human element predominates in customer-provider interactions. On the companies' side, the focus is on achieving consistency of approach across staff members (Ferreira & Teixeira, 2013); on the customers' side, the challenge for companies is to deliver a memorable experience for every customer, knowing the impossibility of providing all customers with the same level of satisfaction. Therefore, the service encounter is the focal point of both research on service provision and on hospitality (HEMMINGTON, 2007; LYNCH; MOLZ; MCINTOSH; LUGOSI; LASHLEY, 2011).

The hospitality industry, predominantly composed of accommodation and food services, is part of the service sector and its dynamics is deeply affected by the challenges inherent to the sector. Hospitality relationships are between people, not companies; a service company can only be hospitable when its employees practice hospitableness (CAMARGO, 2004, ARIFFIN; MAGZI, 2012, BLAIN; LASHLEY, 2014).

Hospitality manifests itself mainly in the host-guest encounter, the focal point from where it can be examined through the numerous lenses of its multidisciplinary nature (LASHLEY; LYNCH; MORRISON, 2007). From a commercial point of view, as is the case in hotel reception, the focus is on the host-guest encounter, assuming the roles of service provider-customer. In fact, the service encounter is the core of the delivery of value from the provider to the customer. Therefore, the host-guest or provider-customer dyad has similar dynamics, which facilitates the migration of concepts from one to another. The most obvious common point is that both seek to understand the experience resulting from this moment (LUGOSI, 2008, MORETTI, 2015).

In the attempt to humanize the business interaction some traits of hospitality can be applied. However, unlike the private and social domains (LASHLEY, 2000), business is more complex given the vast network of stakeholders, which implies constant negotiations between parties (PIJLS-HOEKSTRA; GROEN; PRUYN, 2016). While in private hospitality the host has control over virtually every aspect concerning hospitableness to the guest this does not occur in a hotel. There are hundreds of guests, all of whom deserve excellent service, but each one of them has their own needs and expectations and the fulfillment (or disappointment) of those will determine the degree of customer satisfaction (GENTILE; SPILLER; NOCI, 2007, PIZAM; SHANI, 2009).

This convergence can be analyzed from several perspectives, as we will examine in this study. First, as mentioned, it is a service encounter and hence it analysis can draw on research on the relationship between the parties involved in the delivery and reception of the commercial product, whatever it may be. Second, it is an experience (PINE; GILMORE, 1998), i.e. a response to stimuli (SCHMITT, 2002), an interaction with other customers (KNUTSON; BECK; KIM; CHA, 2009; FERREIRA; TEIXEIRA, 2013). Consequence of the very nature of the encounter that give rise to providers and customers' perceptions, this is the most important moment in the whole process of service delivery, and for this reason it is called the moment of truth (CARLZON, 1994). As Moretti (2015, p.1) points out "in terms of services, the experience is a component, i.e., it is part of the offer itself and cannot be dissociated from it".

The general purpose of this study is to assess the effects that the adoption of the concept of Hospitality has both on Organizational Guidelines and on Customer Service (Hospitableness) in the hotel industry. The literature indicates that the greater the hospitality the higher the customer satisfaction, and thus, the greater the competitive advantage (DAWSON;, ABBOTT; SHOEMAKER, 2011; ARIFFIN; MAGZI, 2012; TASCI; SEMRAD, 2016). Following this way, the constructs examined in this study are the following:

1. **Hospitality:** reflects the elements that support H1 and are based on research by Ariffin and Maghzi (2012) and Lashley (2008) that put forward scales to assess the existence of values that encourage hospitality behavior embedded

in the Organizational Guidelines and customer service staff, that promote the creation of memorable moments for customers/guests;

2. **Organizational Guidelines**: are based on the H2 in line with Robinson and Lynch (2007) who propose that Hospitality originates at a macro level and performs at a micro level. Another relevant contribution is the scale proposed by Dawson, Abbott and Shoemaker (2011) in the attempt of relating the rules and procedures originated at the top levels of the company (macro) to the procedures of the customer service staff (micro);

3. **Customer service**: the moment of the interaction between the company and the customer / guests This construct is based on the studies by Hemmington (2007), Gentile, Spiller and Noci (2007), Lashley (2008), Lugosi (2009). Its construction follows Matos, Alves and Wada (2012) who consider the possibility of linking the personal characteristics of the employees to the elements that costumers perceive.

HOSPITALITY

Hospitality is a human exchange based on the wish of creating mutual well-being of the parties, through the provision of accommodation, food, and drink (BROTHERTON; WOOD, 2000; BROTHERTON, 1999) this is the “holy trinity” of hospitality (LYNCH et al., 2011) to which entertainment was recently added (HEMMINGTON, 2007; LUGOSI, 2008). There private, social, and commercial domains of hospitality (LASHLEY, 2000; CAMARGO, 2004). On the other hand, hospitality is a virtue of human nature (O’CONNOR, 2005) permeated by the desire of the host to be hospitable to outsiders (ARIFFIN; MAGZI, 2012; BLAIN; LASHLEY, 2014).

The essence of hospitality converges to the essence of the consumption experience (KNUTSON; BECK; KIM; CHA, 2009; TASCI; SEMRAD, 2016) therefore, the question focuses on the necessary participation of the people involved and not on things. In this sense, hospitality goes beyond the mere encounter itself (KING, 1995; LASHLEY; MORRISON; RANDAL, 2005) becoming a more meaningful experience that leaves an impression on both the host and guest (DAWSON; ABBOTT; SHOEMAKER, 2011; ARIFFIN; MAGZI, 2012; TASCI; SEMRAD, 2016). The hospitality industry, the American equivalent for hotel industry, should not be confused with the study of hospitality that address the encounter in the three domains referred by Lashley, Lynch and Morrison (2007). Hence, the hospitality industry has appropriated the term for long-time leading many authors to reject the association (MORETTI, 2015). The main argument of this line of reasoning is that the commercial aspect overrides any other aspects, thus, in this context, hospitality cannot offer genuine hospitableness, instead, it relies on prepared scripts, that lead to disenchantment, dehumanization, and simulation (RITZER, 2007; WHARTON, 2007; GOTMAN, 2009).

Conversely, it is known that the economic phenomena cannot be isolated, on the contrary they are intertwined with social, cultural, and religious phenomena, among others (DENCKER, 2004). This argument prevents the exclusion of the commercial dimension from hospitality studies. Commercial hospitality may be hospitable, if it offers hospitableness, an attitude that would help to overcome the limits of the contract or the association with servility (GOTMAN, 2009) adding to its competitiveness (LEITE; REGO, 2007; MORETTI, 2015).

On the contrary, Telfer (1995, 2000) considers that the inhospitable character of the commercial domain characterized by contracts is not an obstacle to hospitality, which she called hospitableness, a concept that we address later in this article. For the author, the role of the host is to provide the means to make guests happy. Perhaps the expression that best defines this attitude as going the 'extra mile' which means going beyond the expected or obligatory aspects to please someone. Thus, generosity and small surprises are among the hospitable qualities, besides the obligations, that Hemmington (2007) lists for the commercial hospitality. It should be emphasized that such an attitude inspires and guides all employees who are the true agents of hospitality.

This approach is what Lugosi (2008) refers to as meta-hospitality. The author distinguishes the offer of hospitality based on the provision of shelter, food, and drink, to which he adds entertainment, from meta-hospitality that underpins the existential and emotional approach to the guest, thus separating hospitality, a means to an end, from hospitableness, an end in itself. In this context, Telfer (1995; 2000), Hemmington (2007) and Lugosi (2008) converge on the meaning of going 'the extra mile'. In addition, the service encounter entails an array of elements that together affect customers. Work by Lashley, Morrison and Randal (2005) on memorable meal experiences suggests that the quality of service is just as important as the meal itself. Hence, we argue, it is necessary a combination of concepts to obtain the best evaluation from customers

At this point, the discussion on hospitality focus on the competitive advantage that companies could have if their values are directed at ensuring the best service to customers, by providing services that exceed expectations. As such, we can partially outline the premise that hospitality-oriented companies encourage their employees to adopt a hospitable attitude in order to be perceived as hospitable and thereby differentiate themselves from competitors.

ORGANIZATIONAL VALUES AND GUIDELINES

Organizational studies have long shown that the main elements that make up an organization are intangible, such as norms, values and the roles played by individuals in their tasks and that maintain cohesion; a kind of lock-in of the system (KATZ; KAHN, 1978; PETTIGREW, 1979; KOTTER; HESKETT, 1994). Organizational values should not be confused with personal values, since they are part of the mission and objectives that should be shared by all company members (TAMAYO; GONDIN, 1996; TAMAYO; MENDE; PAZ, 2000).

Therefore, organizational culture is defined by shared values (PETERS; WATERMAN, 1982; HOFSTEDE; NEUIJEN; OHAYV; SANDERS, 1990; SCHEIN, 1990; KOTTER; HESKETT, 1994). Values are, in fact, representations of individual and societal needs, mediators between goals and needs (ROKEACH, 1973). For this reason, values also become a reaction to problems, an internal adaptation, based on solutions created by founders, invented, or discovered in the past, for external issues (SCHEIN, 1990, MIGUEL; TEIXEIRA, 2009).

Organizational values converge for hospitality becoming a key factor in its accomplishment. Hotels and restaurants, by the nature of the industry wherein they operate, should base their organizational guidelines on it so that the employees become engaged with the values of hospitality and provide a better customer service (DAWSON; ABBOTT; SHOEMAKER, 2011). Undoubtedly, the hospitality industry has always emphasized the importance of hospitality. The intangibility nature of services, and the need to assign meaning to what is delivered, implies the need for set of values that make service delivery consistent and influence the performance evaluation (TEPECI; BARTLETT, 2002).

There is little research on the organizational values of the hospitality industry, the highlights are the works by Ogaard, Larsen and Marnburg (2005) on restaurants and by Kemp and Dwyer (2001) on hotels, but there is no record if these authors have found any specificity relating to the hospitality industry. Specifically, Tepeci and Bartlett (2002) developed an instrument to assess the culture of hospitality. The authors were motivated by the lack of research on the topic, especially in an industry that relies heavily on the service delivery. Their research was based on a sample of students who had not yet been employed, even so the scale is a useful insight. Also, Dawson, Abbott and Shoemaker (2011) developed an instrument, the Hospitality Culture Scale (HCS), putting forward a list of four organizational values and six personal values that serve both to evaluate culture in hospitality industry companies and to select employees who are potentially a match to the culture of the hospitality.

Robinson and Lynch (2007) suggest that hospitality companies should consider the guest from two different perspectives: the macro level, i.e., the organization responsible for the mission, norms, values, and role assignment, thus the guardian of hospitality standards; and the micro level, i.e., the guest service, responsible for the actions, and, according to the above-mentioned, the hospitability. Therefore, the guidelines that control the company are at the macro level and the micro level controls the guest / customer interaction, at this level there are those in charge of disseminating the company culture through actions. Dawson and Abott (2011) reinforce this argument by asserting that the main premise in hospitality companies is that the individuals who work at it must be aligned with the organizational values, whether to get hired or to remain in the industry (HEMMINGTON, 2007; LUGOSI, 2008).

Hospitality attributes can, thus, help building a hospitable culture. The values that underpin the organizational guidelines are at the macro level. On its part, the customer service, defined as the practices adopted by front office staff at the reception or at customer service, is at the micro level. Hospitality is the driving force behind both levels. Hence, we put forward the following research hypothesis:

Hypothesis 1 – The concept of hospitality affects the Organizational Guidelines of the hotel industry

HOSPITABLENESS

Hospitableness is a term that has been used for centuries, however there is no standard definition (TASCI; SEMRAD, 2016). In the literature hospitableness is naturally linked to hospitality, but instead of clarifying its meaning it is analyzed by the same components that limited the discussion to the field of religious, moral, cultural, and / or anthropological values. A good example of this is Derrida and Dufourmantelle's (2000) conceptualization of hospitality as unconditional, almost a religious approach; or as simulation in the commercial dimension as put by Ritzer's (2007); or a servility in Gotman's (2009) approach.

Therefore, hospitality must overcome its transcendental nature, for example, in the religious sense of hosting, and become an inspirational practice in the secular society, similarly to Mauss's (2003) *total social fact*, which regulates the full spectrum of social activities including economic activities. In this sense, in service companies, hospitality manifests itself as hospitableness, which becomes a style of customer service, which includes tangible and intangible aspects (LUGOSI, 2008; TASCI; SEMRAD, 2016).

Some relevant research has attempted to measure the influence of hospitality on service and organizational culture, such as the studies by Tepeci and Barttlet (2002), Teng (2011), Dawson, Abbott and Shoemaker (2011), Dawson e Abbott (2011), Ariffin and Maghzi, (2012), Ariffin (2013), Ariffin, Nameghi and Zakaria (2013) but have not made a distinction between the terms, using hospitality and hospitableness interchangeably. However, hospitableness can be considered a key factor in creating positive experiences in services, approaching the criteria adopted in this specific industry (BLAIN; LASHLEY, 2014; TASCI; SEMRAD, 2016). The same applies to Brazilian research, that has sought to adapt these studies to the country's context, particularly Silva (2016), Pinotti (2016) and Cruz (2017). The results showed little understanding of the various stakeholders of the accommodation establishments about hospitality, confusing it with hospitable reception.

By adopting hospitality values the organization will achieve hospitableness at the service level (BLAIN; LASHLEY, 2014). The starting point is that hospitableness requires an emotional and human approach from the company that is guided by hospitality. Lashley (2008) showed the difference between the two concepts, listing the items needed to construct a hospitable environment through three sets of statements organized around the following themes: 1) desire to put the guest first; 2) desire to make guests happy; and, 3) desire to make guests feel special.

As noted by Gentile, Spiller and Noci (2007) and Verhoef, Lemon, Parasuraman, Roggeveen, Tsiros and Schlesinger (2009) the different levels, - emotional, affective, spiritual, physical, sensory, behavioral, intellectual, cognitive, rational, relational, and social - are experienced in different degrees and combinations. Not to mention that they are not all present at the same time in every experience. As Gentile et al. (2007) point out, experience touch points are as many as the customers' responses to them.

Gross and Pullman (2012) consider that, undoubtedly, the main elements of this myriad of constituents of experience are: 1) the relational, i.e., the interactions that arise in a 2) physical setting of the encounter. The first is the most important because it is key for a positive consumption experience. Such specificity had already been noted in the Lashley, Morrison, and Randall's (2005) memorable meal experience, which revealed that human component is more important that the food eaten for the customer / consumer.

The proposal by Tasci and Semrad (2016) suggests that commercial hospitality is a multilayered structure, the central layer is the provision of shelter, food and drink, it follows the provision of amenities, entertainment, safety until reaching hospitableness, the overarching layer. Each layer affects the others, hence the need to integrate the entire process of service delivery (BITNER, 2000; LOVELOCK; WIRTZ, 2004). Tasci and Semrad (2016, p.33) propose an integrative definition of the preceding arguments for hospitableness as "the positive attitudinal, behavioral, and personality characteristics of the hosts that result in positive emotional responses in guests feeling taken care of". This approach is in line with Lugosi (2008) and Blain and Lashley (2014), considering the culture of the company as hospitality and the guest service as hospitableness.Given this, we hypothesize the following:

Hypothesis 2 – The concept of Hospitableness and the Organizational Guidelines affect the customer Attendance in the hotel industry.

Hypothesis 3 – The Organizational Guidelines mediate the effect of Hospitality in customer Attendance in the hotel industry.

METHODOLOGICAL PROCEDURES

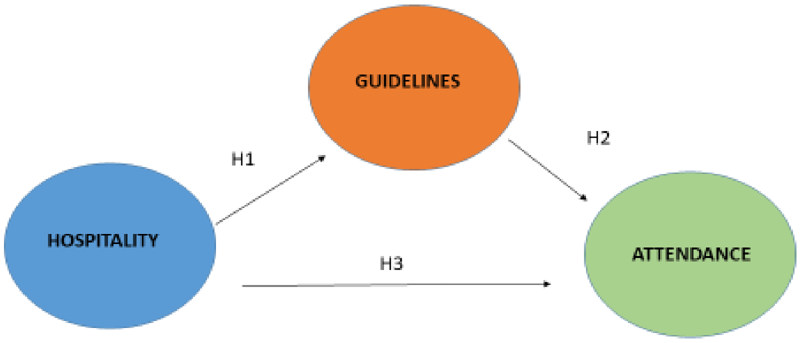
A mixed-methods approach was used, combining qualitative and quantitative techniques. The qualitative approach consisted, in this case, of consultation with English language experts (for translation and back translation of scale items) and experts in the field of hospitality (for item validation). Silva, Moretti and Garcia (2015, p. 3) point out that one of the difficulties in the construction of scales is “to identify and define precisely what is being measured, including any dimensionality”. To develop the scale, we conducted a test as the experts recommend (GABRIEL, 2014; COSTA, 2011; VIEIRA, 2011; DeVELLIS, 2003).

All statistical calculations were performed using PLS Path Modeling in the SmartPLS 3 software (RINGLE; WENDE; WILL, 2010; RINGLE; WENDE; BECKER, 2015) suitable for non-normalized data. A five-point Likert scale ranging from 1 - Strongly disagree to 5 – Strongly agree was employed.

According to Hair, Sarstedt, Ringle and Mena, (2012), SmartPLS allows to test causal relationships between the constructs and the hypothesis tests using path coefficients. The use of the software was approved by the international community (RINGLE; WENDE; WILL, 2005; HAIR; BLACK; BABIN; ANDERSON; TATHAN, 2009). To be more accurate, the significance level (α) of 5% (0.05) was considered for all the tests performed.

Based on the research objectives, we developed a reflective model. The construct of Organizational Guidelines has the role of mediator between Hospitality and Customer Service in the hotel industry, according to the hypotheses, since it is influenced by Hospitality (antecedent) and, in turn, influences Service (consequent) (VIEIRA, 2011).

The original scale was pre-tested with the aim of verifying the functionality of the model and reducing the length of the survey instrument to facilitate respondents’ task. The scale test was applied to a sample of the Brazilian hotel industry. Thus, the model is shown Figure 1 and the final 16 scales in Table 1.



Source: The authors.

Construct	Variables	Source
DIR_01	Your organization welcomes and considers employees an important resource of the company	Dawson, Abbot, Shoemacker (2011)
DIR_02	Your organization supports initiatives, delegates authority and rewards your employees	Dawson, Abbot, Shoemacker (2011)
DIR_03	Your organization practices the motto “treat others as you would like to be treated”	Dawson, Abbot, Shoemacker (2011)
DIR_04	Your organization keeps focus on employee retention	Dawson, Abbot, Shoemacker (2011)
DIR_05	Your organization believes that “working in services is the most noble of professions”	Dawson, Abbot, Shoemacker (2011)
DIR_06	Your organization constantly reinforces the company’s culture	Dawson, Abbot, Shoemacker (2011)
DIR_07	Your organization is achievement-oriented	Dawson, Abbot, Shoemacker (2011)
HOSP_01	In your organization, cultural diversity is a reality	Dawson, Abbot, Shoemacker (2011)
HOSP_02	Your organization understands that guest safety is a priority	Hemmington (2007)
HOSP_03	In your organization, sympathy and benevolence are disseminated	Lashley (2008)
HOSP_04	Your organization has affection for people, concern for others and compassion.	Lashley (2008)
HOSP_05	Your organization uses every resource to create memorable moments	Dawson, Abbot, Shoemacker (2011)
ATEN_01	In your organization there is an entrepreneurial spirit among managers	Dawson, Abbot, Shoemacker (2011)
ATEN_02	Your organization delivers the promised to guests	Specialist suggestion
ATEN_03	Your organization promotes a program to integrate new employees	Specialist suggestion
ATEN_04	n your organization, employees use emotions in a constructive way	Lashley (2008)

Table 1 – Final scale items

Source: The authors

Note: Translate from portuguese whose original scale was apllied

DISCUSSION

We applied PLS-PM approach for data analysis, aiming to improve the estimated scores for latent variable (LV), or model constructs. The method requires the reduction of the emphasis on estimated parameters, verifying the relationship between the LV by the highest value, (TENENHAUS et al, 2003). This type of analysis requires the assessment of model adequacy, through some measures.

The traditional measure of reliability is Cronbach's Alpha (CA), based on the inter correlations among the variables. However, the composite reliability (CR) is more appropriate for PLS-PM analysis, since it prioritizes the variables according to their reliability, while CA is more sensitive to the number of items in each construct. The two indicators are used to assess whether the sample is free of bias, or if the answers, as a whole, are reliable. CA values between 0.60 and 0.70 are considered adequate for exploratory research, whereas CR values between 0.70 and 0.90 are considered satisfactory (HAIR et al., 2014).

Another measure is Average Variance Extracted (AVE), the portion of the data (in the respective variables) that is explained by each of the constructs or how, on average, the items positively correlate with the respective constructs. Thus, when the AVE values are greater than 0.50, it indicates satisfactory convergent reliability. (FORNELL; LARCKER, 1981; Hair et al., 2014). These values are shown in Table 2.

The values presented in Table 2 show that the Cronbach's Alphas are greater than 0.6, as suggested by Hair et al. (2014): Service =0.77; Guidelines=0.91; and Hospitality=0.84.

	AVE	Composite Reliability	R Square	Cronbach's Alpha	Communality	Redundancy
Service	0.59111	0.852354	0.599745	0.770023	0.59111	0.26233
Guidelines	0.65202	0.929052	0.652577	0.910727	0.65202	0.422623
Hospitality	0.624566	0.892484		0.848936	0.624566	

Table 2 – Quality assessment measures

Source: The authors.

The second measure analyzed was Composite Reliability which presented values between 0.70 and 0.90, i.e. within the recommended interval by Hair et al. (2014): Service= 0.85, Guidelines=0.91; and Hospitality=0.84.

The third measure was AVE with the following values: Service= 0.59, Guidelines=0.65; and Hospitality=0.62, i.e. greater than l=0.5 recommended by Fornell and Larcker (1981) and Hair et al. (2014). The values of R2 are Service= 0.59 and Guidelines=0.65, i.e. considered moderate (Hair et al. 2014):

The next step was to verify the discriminant validity (DV) of the model. There are three ways of doing this:

Cross loadings: identifying the items with higher factor loadings in their respective LV (or constructs) than in the others (Chin, 1998).

Comparison of square roots of AVE: comparing the square roots of the AVE values of each construct with the (Pearson) correlations between the constructs (or latent variables). The square roots of AVE should be higher than the correlations between constructs. DV indicates to what extent the latent constructs or variables are independent of one another (HAIR et al., 2014; FORNELL; LARCKER, 1981).

Disattenuated correlation: Values less than 1 indicate that there is discriminant validity (NUNNALLY; BERNSTEIN, 1994).

In order to verify the discriminant validity of the model the first step was the use of the cross-loading matrix, presented in Table 3:

	Service	**Guidelines**	**Hospitality**
ATEN_1	0.777053	0.630571	0.658163
ATEN_2	0.794617	0.579099	0.514756
ATEN_3	0.786171	0.553222	0.593905
ATEN_4	0.714947	0.49629	0.461986
DIR_1	0.559356	0.844937	0.625265
DIR_2	0.551538	0.829327	0.627319
DIR_3	0.526379	0.789801	0.679409
DIR_4	0.551749	0.752279	0.657768
DIR_5	0.642016	0.842422	0.653186
DIR_6	0.63986	0.811604	0.646757
DIR_7	0.685155	0.777401	0.668157
HOSP_1	0.546523	0.65803	0.733825
HOSP_2	0.561834	0.6835	0.768104
HOSP_3	0.56372	0.63846	0.829102
HOSP_4	0.579054	0.590694	0.791642
HOSP_5	0.64134	0.616209	0.824765

Table 3 – Cross-loading matrix

Source: The authors.

The items with highest loadings are highlighted in the respective constructs, according to Chin (1998) criterion, which suggests examining the items with higher factor loadings in their respective LV (or constructs) than in others. As it can be observed all the variables of the model meet this criterion.

In the next step in the analysis of the discriminant validity, we compared the square roots of AVE, following Hair et al. (2014) and Fornell and Larcker (1981) as presented above, these values can be observed in Table 4:

	Service	Guidelines	Hospitality
Service	0.768836784		
Guidelines	0.739309	0.807478	
Hospitality	0.73314	0.807823	0.790294882

Table 4 – Comparison of square roots of AVE

Source: The authors.

It can be observed that the square roots of the AVE value (highlighted) is higher than its subsequent, however in the construct Guidelines the value is very similar to its subsequent. The result shows proximity between the constructs, indicating low discriminant validity. However, we decided to accept it, since the values are very close (HAIR et al., 2014; FORNELL; LARCKER, 1981).

The next step was the analysis of the disattenuated correlation proposed by Nunnally and Bernstein (1994). Values less than 1 indicate good discriminant validity. According to Table 5. the model has good discriminant validity, according to Nunnally and Bernstein (1994), since the values are less than 1.

Factors	Disattenuated correlations
Hospitality x Service	0.750200126
Hospitality x Guidelines	0.724613134
Guidelines x Service	0.708134875

Table 5 – Disattenuated correlations

Source: The authors.

After assessing the discriminant validity of the model constructs, we performed the Stone-Geisser (Q2) test of predictive relevance to assess model fit. The threshold values in this case should be greater than zero (Hair et al., 2014). The Q2 values assess the prediction quality of the model studied. Values of 0.02, 0.15 and 0.35 indicate small, medium, and large predictive relevance, respectively (HENSELER et al., 2009). The values for the model are presented in Table 6. In accordance with the Q2 criterion we can verify that the model has predictive relevance, since the values are greater than 0 for all the constructs analyzed. Also, the model’s constructs Guidelines and Hospitality have large predictive relevance, while Service has medium, which indicates the quality of the model.

	1-SSE/SSO
Service	0.326304
Guidelines	0.400272
Hospitality	0.432684

Table 6 – Stone-Geisser test of predictive relevance - CvRed

Source: The authors.

Table 7 shows the effect size (f2) or Cohen's indicator, which is obtained by including and excluding constructs of the model (one by one), aiming to analyze the weight of each construct for model fitting. Like the Stone-Geisser criterion, the values of 0.02, 0.15 and 0.35 are considered small, medium, and large respectively (Hair et al., 2014). We can observe in Table 7 that the construct Service has a medium effect while the other two constructs, Guidelines and Hospitality, have a large effect

	1-SSE/SSO
Service	0.315228
Guidelines	0.532609
Hospitality	0.432684

Table 7 – Values of effect size (f2) or Cohen's indicator - CvCom

Source: The authors.

In order to examine the quality of the fitted model, Tenenhaus et al. (2005) propose the use of the Goodness-of-fit index (GFI) for analyzing reflective models; this index is basically the geometric mean of two variables, the average of R2 and the average of AVE. However, a cut-off point was not proposed, but Wetzels et al. (2009) suggest a value of 0.36 as appropriate for the social and behavioral sciences. The value for the proposed hospitality model is 0.61, i.e., above the threshold value.

To evaluate the strength of the relationship between the constructs the correlation index takes on values ranging from -1 to 1. The closer the value is to 1 or -1, the stronger the linear correlation (positive or negative). Values around zero indicate weak correlation (HAIR et al., 2014). To accept a G, we must test whether the causal relationship between two constructs is significant. For this, the Student's t test is used, examining the t-statistic. Values greater than 1.96 (extreme or critical values for Student's t-distribution) are considered significant at 5% or 0.05, i.e., the constructs are related. To do this validation we used PLS-PM Bootstrapping test. The results for the Inner Model (Correlation between the constructs) are shown in Table 8:

	T Statistics (IO/STERRI)
Guidelines -> Service	2.267976
Hospitality -> Service	2.677923
Hospitality -> Guidelines	17.365756

Table 8 – Inner model T-statistics

Source: The authors.

As we can observe all values are significant at the confidence interval of 0.05, thus, all paths are valid for analysis purposes. The analysis of the so-called Outer Model, i.e., the relationship between the variables and their respective constructs, is presented in table 9:

	Service	**Guidelines**	**Hospitality**
ATEN_1	15.770483		
ATEN_2	12.130778		
ATEN_3	12.966329		
ATEN_4	10.978946		
DIR_1		26.670741	
DIR_2		19.392219	
DIR_3		19.931164	
DIR_4		9.567158	
DIR_5		20.593746	
DIR_6		16.97324	
DIR_7		16.455777	
HOSP_1			10.692002
HOSP_2			12.221503
HOSP_3			19.286564
HOSP_4			15.503397
HOSP_5			17.157575

Table 9 – Outer model T-statistics

Source: The authors.

Using Table 9, we can note that all variables have a significant correlation to the value of 0.05 with their respective factors, being valid for analysis purposes. Based on the values of significance found in Table 8, we prepared Table 10 presenting an overview of the hypotheses developed for this study, all of which are accepted:

	Hipotheses	Status
H1	**Hypothesis 1 –** The concept of hospitality affects the Organizational Guidelines of the hotel industry.	Accepted
H2	**Hypothesis 2 –** The concept of Hospitableness and the Organizational Guidelines affects the customer service in the hotel industry.	Accepted
H3	**Hypothesis 3 –** The Organizational Guidelines mediate the effect of Hospitality in customer service in the hotel industry.	Accepted

Table 10 – Overview of Research Hypotheses

Source: The authors.

According to the accepted hypotheses, the hospitality model is presented in Figure 2:

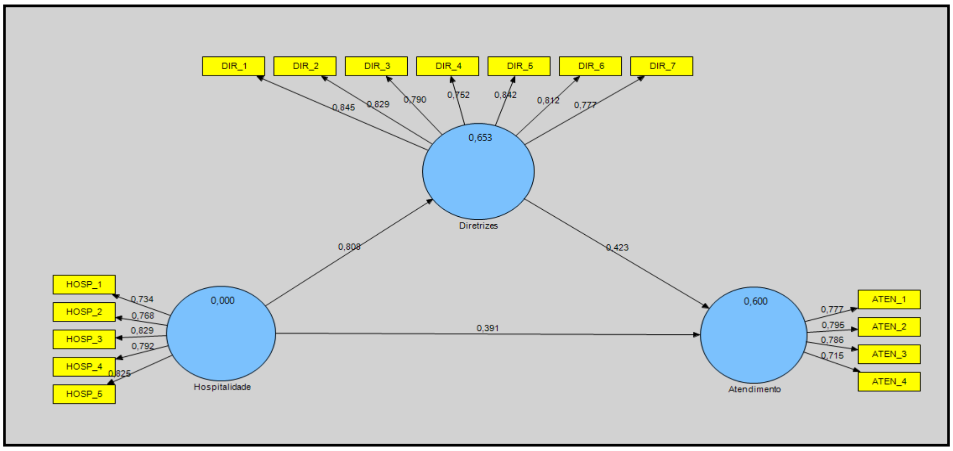

DIR_1
DIR_2
DIR_3
DIR_4
DIR_5
DIR_6
DIR_7
0,845
0,829
0,790
0,752
0,842
0,812
0,777
0,653
Diretrizes
0,808
0,423
HOSP_1
HOSP_2
HOSP_3
HOSP_4
HOSP_5
0,734
0,768
0,829
0,792
0,825
0,000
Hospitalidade
0,391
0,600
Atendimento
0,777
0,795
0,786
0,715
ATEN_1
ATEN_2
ATEN_3
ATEN_4

Figure 2 – Final PLS Model

Source: The authors.

IMPLICATIONS OF THE STUDY

The research objective was achieved since the relationships between Hospitality, Organizational Guidelines, and Service indicate that the greater the hospitality in the hotel industry the better the evaluation of service. The model analysis shows that the construct

The model analysis shows that the construct Organizational Guidelines mediates the constructs Hospitality and Service (hospitableness), which is demonstrated by the fact that all the research hypotheses were confirmed. As it was possible to perceive, the respondents, all working in the guest service in the hotel industry, seem to recognize that the Hospitality influences the Organizational Guidelines, but not directly their activities.

The research instrument is valid to the extent that it measures what is intended to measure. Therefore, the model and its scales can be replicated at other times by other researchers to assess its applicability in other situations and fields (e.g. restaurants). In fact, these neighboring fields may help developing the model.

It was verified that previous studies by Tepeci and Barttlet (2002), Teng (2011), Dawson, Abbott and Shoemaker (2011), Dawson and Abbott (2011), Ariffin and Maghzi, 2012, Ariffin (2013), Ariffin, Nameghi and Zakaria (2013), have led the way for others and that Hospitality as a differentiation factor in the customer service in the hotel industry can be measured and analyzed for the sake of innovation in this regard. In addition, this study is in line with previous Brazilian studies such as those by Silva (2016), Pinotti (2016) and Cruz (2017), which paved the way to a new strand of hospitality studies in Brazil.

LIMITATIONS

We acknowledge that, due to the translation of the original scales and the modifications suggested by the experts, some items may have expressed different meanings in the Brazilian context. Thus, the respondents were unable to express their circumstances satisfactorily.

Some of the variables excluded from the model will still be studied in a next test, because we think that having conducted the pilot scale testing in only one company might have reduced its strength.

FUTURE RESEARCH

In this study, through the literature review and the application of the scale, we aimed to deepen the knowledge of the topic addressed. However, while carrying out the research we noticed that other paths could have been taken, from the new questions that have arisen, namely: the suitability of the variables to the Brazilian context and the use of scales to other objects of study.

In this study, we focused on a specific Brazilian hotel chain. Therefore, to improve and develop research, future studies could survey a larger sample from different segments of the Brazilian hotel industry

A larger sample that would include several Brazilian regions and different types of customer service can be the object of future research, creating clusters that could indicate the requirements across the different types of accommodation establishments.

FINAL CONSIDERATIONS

The objective of this theoretical research review is to contribute to the debate on the measurement of the influence of hospitality in its industry. We sought to discuss the convergence of concepts such as hospitality, hospitableness, or organizational values to develop a model of customer care in service companies.

The literature provided the potential elements for the model: hospitality, hospitableness, organizational values, differentiated service, commitment of employees to the company's guidelines and willingness to go 'the extra mile', competitive advantage and, finally, the role of the guest / customer who judges the quality of the service and evaluates it.

Both for scholars and practitioners the current study shows the effect that the concept of hospitality may have on the commercial aspect of the company and can measure its effects on the improvement of the quality of service

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