



Examination of empowerment and formal communication at meeting and events on hospitality industry in Ciudad Juárez, Chihuahua Mexico

Tomás Cuevas-Contreras Ph.D.

Associated professor
Universidad Autónoma de Ciudad Juárez
Departamento de Ciencias Administrativas
Licenciatura en Turismo
Av. Heroico Colegio Militar y Ave.
Universidad S/N, Zona Pronaf, Ciudad
Juárez, Chihuahua México
Phone: 52 (656) 688 38 00 Ext. 3683
E mail: tcuevas@uacj.mx

Mtra. Irene Huertas V.

Ph.D. Candidate in Business Management
Departamento de Organización de Empresas
Facultad de CCSS Económicas y
Empresariales, Universidad de Granada
Campus Universitario de La Cartuja 18071
Granada, España
E-mail: hirev@correo.ugr.es

ABSTRACT

This article seeks to examine trends, prospects and challenges in the development of global administration to thereby study the increasing complexity that must be addressed in a company today. In an environment characterized by uncertainty, with structures and processes subject to constant change, management is in the need for new mechanisms, strategies or guidelines that allow to understand and interpret three basic elements: uncertainty, people and the environment, so the durability of the company is not a goal but a feature. Third sector organizations such as hotels, hospitals, consulting companies, etc. are characterized by a high contact between the employee and the customer in terms of time, information and communication, therefore the quality of service delivery is a critical strategic component. The inseparability of provision and consumption requires maximum efficiency and effectiveness in each service encounter in order to be competitive within a global and turbulent industry. Thus, human resource practices that develop the full potential of workers are truly needed to fulfill the heterogeneous expectations of increasingly demanding customers. Especially in tourism businesses related to meetings and events organization, empowerment and formal communication can be the required solutions to that need for flexibility and *customization*.

KEY WORDS: Psychological empowerment; structural empowerment; formal communication; meeting and events hotels.

INTRODUCTION

Nowadays, in the tourism and events industry there are still very bureaucratic organizations where hierarchy is an issue of great importance to take into account when dealing with service contingencies. As a result, when a problem arises within providing the service the customer usually has to wait for the manager or company owner to solve it because the rest of the staff *must not*, *cannot* or simply *should not* make certain decisions. This predominantly authoritarian leadership can be a barrier to providing effective and quality service and may result in customer dissatisfaction.

Conferences and conventions are based on business tourism to be a set of tourist flows whose purpose of travel is linked to the performance of work and professional activities carried out at business meetings with different purposes and magnitudes [...]

These market requirements at congresses and conventions are linked not only to labor and professional purposes but exhibit a number of requirements related to the destination and its cultural and historical heritage (Zizaldra, 2012:163-164)

Many organizations aware of this fact have chosen to promote a participatory organizational culture with bidirectional communication flows and human resource practices that encourage decision making at all organizational levels. They aim to fulfill *internal* and *external customer* needs, what ultimately has a positive impact on corporate profitability.

A REVIEW OF THEORETICAL RESEARCH

The Need for Empowerment and Communication

The new management paradigms emphasize the importance of a participatory organizational culture focused on workers wellbeing, teamwork and continuous communication and feedback. However, according to Øgaard, Marnburg and Larsen (2008), in many sectors such as tourism, highly bureaucratized organizational models with traditional and autocratic leadership styles still dominate. However, Jha and Nair (2008) state that many organizations have begun to replace traditional hierarchical structures by more flat and democratic organizational models, with self-managed teams and empowered workers, where supervisor and subordinate share responsibilities and authority in the decision-making process.

Empowerment is a response to organizational needs to involve all employees in decision-making and problem solving by using their potential and promoting an organizational culture based on internal customer satisfaction in order to improve the quality of service provided to the external customer (Geralis and Terziovski, 2003). In general, the philosophy of empowerment is the orientation towards a more participative and non-bureaucratic organization where the traditional hierarchical pyramidal structure is replaced by a more horizontal one where the employees are encouraged to think strategically about their work and the organization.

Thus, workers get more power and freedom but more responsibility and challenges as well. Empowerment promotes human capital potential, which has a positive effect not only on the individual but also on the labor unit where they are integrated. Organizational empowerment stems from the idea that organizational effectiveness increases when the power and control are shared (Keller and Dansereau, 1995).

Communication also plays an important role in the strategy of tourism organizations. It is defined as the act in which a *transmitter* sends a particular message to a *receiver* through a channel -known as the *mean*-. Companies tend to forget that a number of barriers -which have been called 'noise'-might threaten a proper understanding of that message. Today, we recognize everything communicates: our image, behaviors, looks and gestures are merely examples of a continuously established communication with the environment. In this regard, the company, as an organization that works with people and develops in the social field, is closely linked to communication.

In fact, access to the organization's information, open communication both upwards and downwards, mutual trust between superiors and subordinates and a participatory environment are factors that clearly influence positively empowerment practices (Ayupp & Chung, 2010, Chan, 2003; Spreitzer, 1995, 1996; Spreitzer, Kizilos & Nason, 1997). "The goal of communication is not technological; it concerns the understanding of relationships between individuals (cultural model) and between them and society (social projection). It is the choice between socializing and techno humanize technology or communication" (Catela, 2006).

Within any organization, public or private, managerial processes are operated and they have to be consistent, innovative and dynamic. However, it is clear that any change creates uncertainty, and uncertainty demands answers. In this sense, it is indisputable the fact that management processes are constantly faced with internal or external factors directly affecting the functioning of the company. Depending on their requirements, firms use strategic plans aiming to achieve and / or maintain policy objectives, using the best means available. In any

case, more working adaptability and flexibility is needed to meet the large variety of situations and heterogeneity in tastes, preferences and culture of clients in a global economy.

In addition, the worker is seen as the most important resource of the organization nowadays and it is common to conceive him or her as an *associate* or *partner* of the company, as well as the main element to be cared, motivated and satisfied. It is necessary to have a workforce that, willingly and immediately, solves contingencies that may arise during the service delivery, especially in those industries with great contact between worker and consumer and where the customer experience is greatly affected by staff attitudes, skills and behaviors. It is important that management actors operate with excellence and efficiency skills, surfacing knowledge on innovation and change strategies. Therefore, superiors and subordinates must develop mutual values of respect, honesty, fairness and trust.

Competitive Advantage based on the Resource-Based View

Public and private agents involved in tourism have repeatedly reached the same conclusion: the importance of maximizing customer experience satisfaction for the organization profitability. In order to achieve this we must bear in mind that the complexity of the visitor experience and satisfaction derives from the interdependence of many relevant factors such as accommodation, food, cleanliness, problem solving, efficiency in the response to customer needs, etc.

According to the *Resource-Based View* (Barney, 1991; Grant; 1996) the sustainability of the competitive advantage in a company depends on its internal procedures, capabilities and resources. The specific deployment of the tangible and non-tangible resources of a given organization is what makes it different from its competitors. Therefore, the strategic combination of the company resources together with a unique implementation of certain politics and practices is what can really make the difference within the business sector. Empowerment and communication could be two key elements in the internal process of obtaining the competitive advantage in the hospitality and meeting and events industry.

Psychological and Structural Empowerment

Empowering employees involves changes in both the content and context of work. It is not *just* delegating or giving more authority to employees but enabling conditions for the individual to increase their personal effectiveness and experience self- motivation. In this sense, empowered employees have a high sense of self-efficacy and a greater influence, responsibility and authority over their work. This new distribution of power and authority has been studied from two perspectives: from a relational and a motivational point of view, as Conger and Kanungo (1988) state.

Empowerment as a *relational construct* refers to the power or control exercised by some individuals over others. It depends on their hierarchical position, experience, skills and problem-solving capabilities and the access they have to information sources -among other factors. In this case, there is a relational dynamic when a boss or leader shares his/her power with his/her subordinates through decentralization in decision-making, by transferring or sharing resources and delegating authority.

In this sense, *structural empowerment* is a set of policies, processes, practices and structures through which a company transfers more power, control and authority to

subordinates in order to achieve greater speed of response, flexibility and involvement as a result of trusting the employees discretion. To do this, the organization must ensure that employees have access to different important resources such as information, knowledge, support, power and incentives.

This process includes fundamental changes in the business operations management among other structural changes. For Bowen and Lawler (1992, 1995) empowerment is based on sharing four key *organizational ingredients* with subordinates: 1) company information, 2) decision-making power, 3) knowledge that allows employees to contribute to business performance and 4) financial incentives based on employee performance. For Herrenkohl, Judson and Heffner (1999) those organizational elements are knowledge transfer, training, support and recognition and shared vision of goals and priorities.

Hence, numerous studies emphasize the need for managers and leaders to know when, how and whom to empower, what policies and practices to implement as well as which type of leadership and communication to promote (Bowen and Lawler, 1992, 1995; Brymer, 1991; Yukl and Becker, 2006). As a result, the role of the boss must change towards more coaching, counseling and enabling tasks in order to successfully achieve empowerment.

In her book *Men and Women of the Corporation*, Rosabeth Kanter (1977) develops a structural theory of organizational behavior as a result of her qualitative study of the working environments in a large American company. The author focuses on how working conditions can influence the perception of workers; so the presence of empowerment in the organization could only be achieved by altering the structural characteristics of work environments.

According to Kanter's findings, some strategies that may facilitate the transfer of power are: increasing worker participation, flattering hierarchical structures, opening channels of communication, developing training programs and facilitating access to knowledge and information. Based on Kanter's conceptual definitions, Laschinger, Finegan, Shamian and Wilk (2001, 2004) develop a global construct of structural empowerment derived from the following components: formal power, informal power, perception of the possibility to access information, opportunities, support and resources. They also take into account that not all aspects of empowerment may equally affect to all jobs or all people.

Empowerment as a *motivational construct* relates to the individual need of feeling self-determination and believing in the inner self-efficacy that a worker may experiment. Power and control are internal motivators for employees when they feel the need and ability to influence and exert power over others. Therefore, any technique or strategy that strengthens the need for self-determination or self-efficacy of an individual will make employees feel more powerful.

Psychological empowerment is a *state of mind* or perception that a worker can experience under certain circumstances; given the behavior of her/his superiors and her/his own personal traits. It is the perception that members of an organization have of being able to carry out relevant tasks and influence on certain organizational decisions (Yukl and Becker, 2006). In this field, the contributions of Conger and Kanungo (1988), Thomas and Velthouse (1990), Spreitzer (1995, 1996) and Quinn and Spreitzer (1997) have been clearly highlighted. Spreitzer (1995, 1996) modified the model proposed by Thomas and Velthouse (1990) and developed and validated a scale to measure the multidimensional construct of psychological empowerment. To Spreitzer (1995), empowerment is a continuous variable - composed of

four dimensions: *meaning, competence, self-determination* and *impact*- which reflect an active orientation toward work.

Communication

Communication is a useful tool to offering the desired superior service. Company internal co-operation and bidirectional communication flows are fundamental elements for the success of the client experience. In fact, Sparks and Bradley (1997) found that the manner in which information was presented to consumers was shown to have both a direct and an interactive effect upon customer satisfaction and service quality judgments. The communication style and communicative behavior was very closely related to the levels of customer satisfaction according to their findings. They also found that the fully empowered employee was clearly preferred over the other alternatives, but only when the service provider used an accommodating communication style.

According to Alvarez (2007), to keep playing an important role in the industry, leading companies should develop a genuine communication strategy that encompasses all the activities of an organization geared towards achieving business success. This allows us to wonder if behind language we can observe different communication mechanisms, which represent a simplistic language as the vehicle of meaning and represent organizational reality (Urbiola, 2001). Starting from the vision and proceeding to policy and mission statement and eventually to strategy, internal communication is the aspiration of achieving a systematic analysis and distribution of information at all strategy simultaneously coordinated in the most efficient way (Verčič, Verčič, & Srirameshc, 2012).

The company seeks efficiency in their processes, understanding, [...], so “organizational effectiveness as the degree to which organizations achieve their objectives in relation to the means” [...] (Ahumada, 2007:169). One of those means is the employees in the organization, leading to generate commitment awareness in each of them. Newstroms says, “Commitment is the degree to which employees create ties with the organization and perform acts of organizational citizenship” (, 2011:107), and this helped with lower rotational levels, and increased job satisfaction, as the employee feels that is part of the organization.

When working with people information flows are not always in the expected direction. [...]. In simple terms, the administrative processes are the "gears" by which the principles of corporate governance are grounded in daily practice. (Hamel & Breen, 2009:26). The matrix (Table 1) shows the different communication levels that can be found in relationships, in terms of frequency and effect of communication. Matrix is designed as follows:

- i. AA. Frequent contact reduced effect and AB. Frequent contact high effect
- ii. BA. Short contact reduced effect; BB. Little contact high effect.

Table 1. Communication levels

<p>AA. Frequent contact reduced effect. Degree in which communication is not transmitted the way it should. The trust and confident increases no only better information at the same time best</p>	<p>AB. Shortly contact reduced effect. It is highly risky position where communication flows between levels, remaining neutral or with no result, leaving many doubts and</p>
--	---

communication abilities. The aptitudes reflect strategies on formal communication.	misunderstandings, causing frustration and poor staff communication, and leading to organizational failure.
BA. Frequent contact high effect. It is the site represented by the graph that results in a positive effect within the structures of the organization, there is a constant and fluid communication, feedback and bidirectional systems, immediate response as to whether direct and personal contact is between the most effective methods.	BB. Little contact high effect. Shows the behavior and action of effective results by the media; to make sure that what was transmitted was understood the way in which management levels established; in this level of communication trust is given between different hierarchical levels and staffs is highly committed to the company.

Source: Own by Krogerus & Tschappeler (2012:84)

As stated by Sanchez (2008:5): "Communication is seen as a central point for success in the area, to the point that all employees identify their style as one of open doors, literally". This means that: "The company must ensure that employees feel integrated into the corporate goals and objectives" (Chacón, Cuevas and Bribiescas, 2010:91), because in this way they will feel involved in achieving results, and this will represent a personal success for each one of them. Consequently: "Communicating is knowing. The meaning is not just a problem of understanding if not primarily a problem of expression. It comes to the knowledge of a concept when the opportunity arises and also the commitment to communicate to others". (Kaplun, 1998:160).

HOSPITALITY INDUSTRY IN CIUDAD JUÁREZ, MÉXICO

The border between Mexico and United States is currently facing startling contradictions, and even though it has been studied from different perspectives, the complexity and dynamism in which the neighborhood relations are framed has not yet been possible to disentangle. The simple fact of sharing a border makes it insurmountable on a large number of important issues, such as the culture, language, economy, society, migration and political relations, topics in constant interaction.

But: "The economic and political capacity of local governments in the border region is not strong enough to deal with the major issues impacting the quality of life in the region (Collins, 2007:262). Moreover, this interaction has connotations ranging from the past, recent past, present and future. Ciudad Juárez (CJS), Chihuahua is a geostrategic border city at the north of Mexico with El Paso, Texas EE.UU. It is the home of many industries, primary twin plants (maquiladoras), Thus, "The city has become one of the main borders of Mexico due to trade [...] the Consulate of the United States in CJS, records a permanent influx of residents from that country" (Cuevas, Vazquez & Loera, 2010).

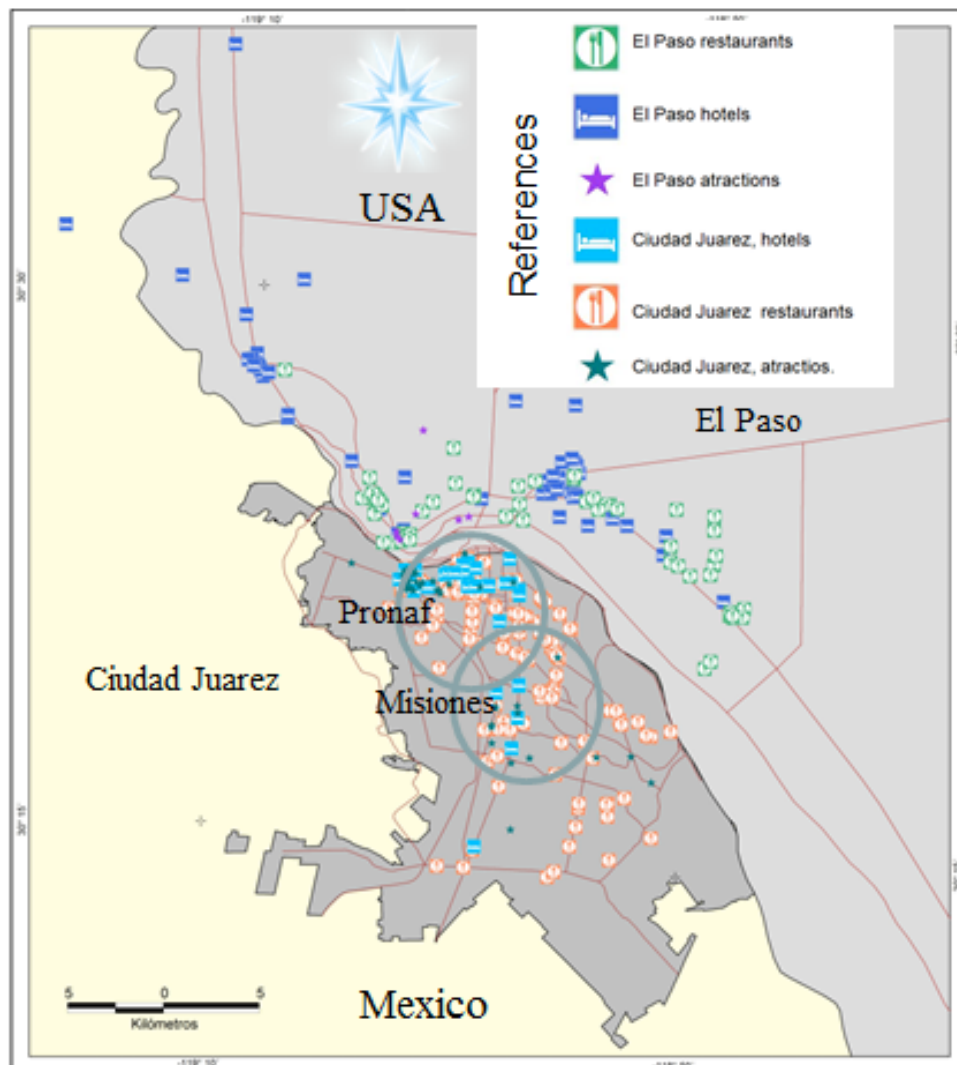
Werthner & Klein (1999: 49) remark: "The tourism product per se does not exist, it is a link based on the sum of components of different types, usually conditional on the physical or service differentiation", such as transport, accommodation, restaurant and service infrastructure, which require services to incorporate blocks for integration. Therefore, huge events or small meetings can be held at Ciudad Juarez. The city has diverse spaces equipped

with infrastructure and technology. That allows the city to be a perfect setting for conferences or events.

Ciudad Juarez has 20 hotels of four and five stars most of them located in two major hotel areas, *Pronaf Zone* and *Golden Zone Misiones*. Pronaf Zone is oldest and has four hotel chains such as Best Western, Lucerne, Holiday Inn and I Stay. The district is close to the downtown and two of the main international bridges. The new *Golden Zone Misiones* has as its main market the activity surrounding the American Consulate, and there are hotels such as the Quality Inn, Microtel, Ibis, Holiday Inn Express Las Misiones, Maria Bonita, and Royal Inn.

Nowadays the hotel offer at the city is 2440 rooms with different international franchises (Figure 1), as well as local chains and establishments. Most of the hotels are focused on business tourism; however, each of them is different from the rest in terms of quality and customer service, depending partly on the human resources, which make the company efficient and effective. In this perspective, we seek to identify employees that enable the effectiveness of the company, and as a result influence in the perceived quality of service to the customer.

Figure 1. Location Map of hotels in Ciudad Juarez

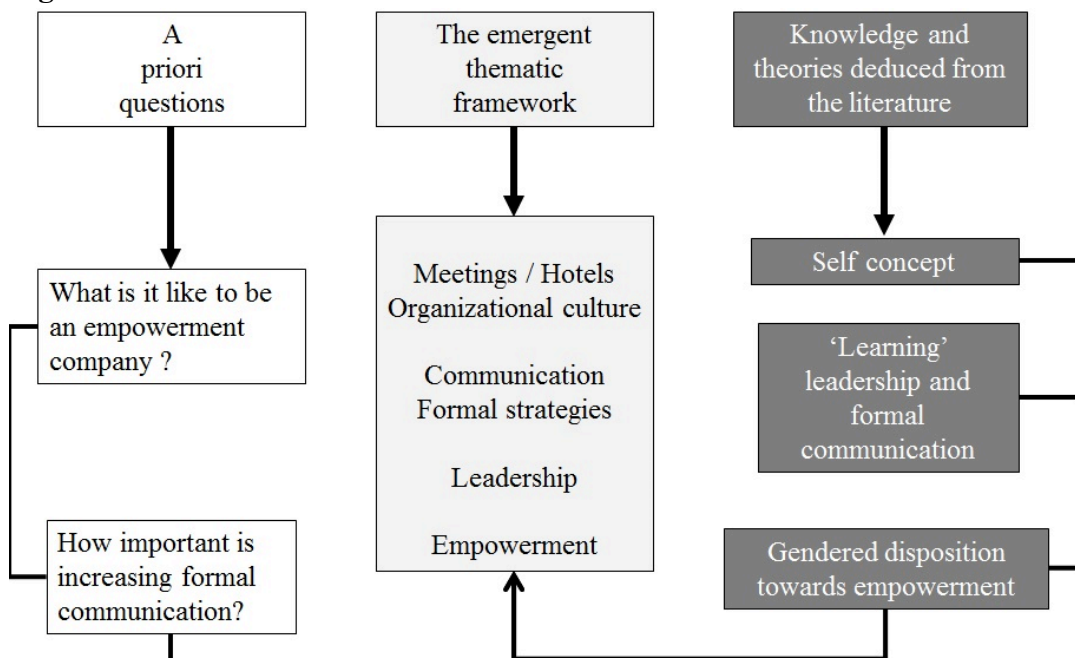


Firstly, it is important to note that hotels in Ciudad Juarez are very similar, as they are oriented to the same type of customer, and often their difference lies in their human capital and location. According to Biasca (2000:40): “The company has to adapt to the context and face increasing pressure from its competitors”. However, the situation in Ciudad Juarez is that some hotels keep prices high when demand is high, while drop prices down, when there is less demand, regardless of the customer service delivered at each time.

THEORETICAL FRAMEWORK OF THE RESEARCH

Figure 2 shows the research model for this study. The construct is on three areas A priori questions; The emergent thematic framework; and Knowledge and theories deduced from the literature.

Figure 2. Theoretical Framework of the Research



Research Objectives

The proposed study was non-experimental. It did not involve manipulation of the treatment, nor an intervention. The following research objectives were followed:

- To explore the influence of employee Psychological-structural and competitive empowerment at Hospitality industry in Ciudad Juarez, México.
- To examine status behavior, skills and knowledge of increasing formal communication at meeting and convention organizations.

Methods

A descriptive, quantitative, co relational design was used. A descriptive design allowed for more understanding about how employees perceive their work environment in relation to

innovation. The study was conducted in two phases. In phase I, executives, supervisors and general employees who had been working for at least the past two years in one of the hotels included in the study. The instruments used in this study were previously developed by other researchers (Spreitzer & Quinn, 1999).

We asked participants to respond two questionnaires on a personal interview. The two questionnaires were as follows: (i) the Spanish adaptation of Laschinger et al. *Structural Empowerment scale* (Jáimez & Bretones, 2011); and the Spanish adaptation of Spreitzer *Psychological empowerment scale* (Jáimez & Bretones, 2011). The instruments were developed on Likert scales. It was a 5-item instrument which used a 5-point scale ranging from 1=very little/strongly disagree to 5=very large/strongly agree.

The sample consisted of directors, supervisors and general employees of three four stars hotel at Ciudad Juarez, Chihuahua (Mexico) where plenty of meeting and events take place regularly. The sample phase I consisted of 79 subjects.

Reference Instruments, Psychological Empowerment and Structural Empowerment

Psychological Empowerment Instrument (Spritzer, 1995): P1/ I have confidence in my ability to do my job; P 2 /The work I do is important to me; P 3/ I have enough autonomy to decide how to do my job; P4/ My influence over what happens in my department or area is high; P5/ Work activities have a personal meaning for me; P6/ I have much control over what happens in my department; P7/ I can decide for myself how I will make my own work; P8/ I have plenty of opportunities for independence and freedom in how to do my job; P 9/ I have acquired the skills necessary for my job; P 10/ The work I do makes sense to me; P11 / I have a lot of influence on what happens in my department; P 12 /I'm sure about my capabilities to perform my work activities; P 13 /I have the opportunity to use personal initiative to carry out my work.

Instrument (Spritzer, 1995): Q 1 / A stimulating work; Q 2/ Opportunity to learn new activities and skills at work; Q 3/ Development of tasks that require all skills and knowledge; Q 4/ Information on the current status of the organization; Q 5/ Information on the values of the organization; Q 6/ Information on organizational goals; Q 7/ Specific information about the things you do well; Q 8/ Specific comments about things that you could improve; Q 9/

Helpful tips or suggestions on troubleshooting; Q 10/ Time available to perform administrative work; Q 11/ Time available to meet job requirements; and Q 12 /Opportunity to get temporary help when needed.

RESULTS AND DISCUSSION

Sample demographics

Of the 79 respondents, they were primarily female (55.70%) and male (44.30%). Data for age was 15-24 years of age (64.56%), 25-44 years of age (35.44%). Data for marital status was single (63.29%), married (15.19%), divorced (5.06%), and common law marriage (16.46%). Data for primary activity was as follows: directive (3.80%), supervisor (15.19%) and operative (81.01%) and Data for educational level showed that 11.39 percent of the respondents had a Bachelor's degree, 17.72 percent had high school, and 50.63 percent of the respondents had a secondary school while 20.25 percent of the respondents had elementary school.

Table 2. Descriptive Statistics of Variables

Variable	Mean	SD	Minimum	Maximum
I have confidence in my ability to do my job	4.33	1.083	0	5
The work I do is important to me	4.34	1.061	0	5
I have enough autonomy to decide how to do my job	4.05	1.142	0	5
My influence over what happens in my department or area is high	3.95	1.197	0	5
Work activities have a personal meaning for me	4.09	1.052	0	5
I have much control over what happens in my department	3.67	1.248	0	5
I can decide for myself how I will make my own work	3.96	1.235	0	5
I have plenty of opportunities for independence and freedom in how to do my job	3.89	1.177	0	5
I have acquired the skills necessary for my job	4.16	.993	0	5
The work I do makes sense to me	4.20	1.213	0	5
I have a lot of influence on what happens in my department	3.70	1.234	0	5
I'm sure about my capabilities to perform my work activities	4.32	1.044	0	5
I have the opportunity to use personal initiative to carry out my work	3.97	1.230	0	5
A stimulating work	3.85	1.460	0	5
Opportunity to learn new activities and skills at work	3.78	1.456	0	5
Development of tasks that require all skills and knowledge	3.84	1.391	0	5
Information on the current status of the organization	3.58	1.473	0	5
Information on the values of the organization	3.62	1.453	0	5
Information on organizational goals	3.63	1.443	0	5
Specific information about the things you do well	3.56	1.394	0	5
Specific comments about things that you could improve	3.48	1.404	0	5
Helpful tips or suggestions on troubleshooting	3.66	1.339	0	5
Time available to perform administrative work	3.68	1.490	0	5
Time available to meet job requirements	3.90	1.364	0	5
Opportunity to get temporary help when needed	3.82	1.465	0	5

*Own Source***Table 3. Psychological Empowerment and Employee's Structural Empowerment Correlation Summary**

Variables		The level of significance	The correlation coefficient	Results
I have confidence in my ability to do my job	A stimulating work	0.160	0.113	no significant
The work I do is important to me	A stimulating work	0.006	0.282	significant
I have enough autonomy to decide how to do my job	Information on the values of the organization	0.000	0.514	significant
My influence over what happens in my department or area is high	Specific comments about things that you could improve	0.006	0.282	significant
Work activities have a personal meaning for me	Information on organizational goals	0.000	0.444	significant
I have much control over what happens in my department	Specific information about the things you do well	0.004	0.298	significant
I can decide for myself how I will make my own work	Specific comments about things that you could improve	0.031	0.21	significant
I have plenty of opportunities for independence and freedom in how to do my job	Helpful tips or suggestions on troubleshooting	0.100	0.146	significant
I have acquired the skills necessary for my job	Time available to meet job requirements	0.000	0.514	significant
The work I do makes sense to me	Opportunity to get temporary help when needed	0.000	0.569	significant
I have a lot of influence on what happens in my department	Information on the current status of the organization	0.000	0.388	significant
I'm sure about my capabilities to perform my work activities	Opportunity to learn new activities and skills at work	0.005	0.29	significant
I have the opportunity to use personal initiative to carry out my work	Time available to perform administrative work	0.000	0.408	significant

Own Source

The Table 3 indicates that the employee structural empowerment was affected by the psychological empowerment.

Table 4. Anova

		Sum of Squares	df	Mean Square	F	Sig
Between People		1678.755	78	21.523		
Within People	Between Items	122.073	24	5.086	6.059	.000
	Residual	1571.447	1872	.839		
	Total	1693.520	1896	.893		
Total		3372.275	1974	1.708		

Grand Mean = 3.88

The results are shown in Tables 2, 3 and 4 even after controlling for this two variables positive relationship between PE and the results of the Anova shown in Table 3 indicated that the Employee Innovation were significantly affected by Psychological Empowerment in the organization.

Table 5. Frequency all questions of Psychological Empowerment

Value	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13
1	1	2	1	3	1	4	2	3	0	2	3	2	2
2	6	2	7	4	4	9	5	5	2	7	7	1	8
3	3	7	12	18	12	17	14	16	17	8	16	9	14
4	20	19	21	18	27	23	21	24	21	13	28	20	16
5	48	48	37	35	34	25	35	30	38	48	23	46	38

*Own Source***Table 6. Frequency all questions of Structural Empowerment**

Value	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
1	1	4	2	4	4	3	2	5	3	6	2	4
2	9	7	8	11	8	10	9	8	4	4	5	6
3	7	8	7	11	15	13	12	14	18	15	10	10
4	21	23	26	21	19	20	30	28	26	18	24	19
5	36	33	32	28	29	29	21	20	24	32	34	36

Own Source

According to result, the Psychological Empowerment types had a significant relationship with Structural Empowerment thus the employees have more confidence to develop their work and new challenges.

CONCLUSION

A visitor always returns to a hotel if he has been given good service during his stay. Regarding the price it can be summarized in a more relapse of visitors in hotels with more comfort, no matter the price is. Culture is a determinant factor that affects any strategic initiative within the company, due to its two aspects: on the one hand, concerning the set of beliefs, values, attitudes, habits, customs, etc. already existing in the company; and on the other hand, given the cultural framework of the country itself. In fact, what is considered normal or desirable in a given geographic area may not be seen as appropriate, in a different location?

The type of organizational culture within the company significantly influences the development of different practices to managing people, resources and knowledge. For this reason, in the framework of new management tactics implementation for Latin American companies, a compendium of different items should be considered. Mexican hospitality firms seeking to get more global should implement more participative leadership focusing on communication strategies. Moreover, they must develop a broader perspective of their own company: it must be clear where they stand and where they want to head. In order to achieve their aims, they must emphasize on their opportunities and strengths by implementing infrastructural platforms for communication as well as empowerment tools to achieve competitive advantages.

Finally, to increased empowerment with formal communication at hospitality industry must develop a mutual idea and strategic direction among all employees. These strategies can create an environment of trust openness.

References

- Ahumada Figueroa, L. (2001). *Teoría y cambio en las organizaciones*. Santiago de Chile: Ediciones universitarias Valparaíso.
- Álvarez, J. (2007). Comunicación Interna, la Estrategia del Éxito. *Razón y Palabra*, 56 (12), Abril-Mayo, pp. 1-7.
- Ayuup, K. & Chung, T. H. (2010). Empowerment: Hotel employees' perspective. *Journal of Industrial Engineering and Management*, 3: pp.561-575.
- Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17: pp. 99- 120.
- Biasca, R. (2000). *Resultados la acción: de las ideas a los hechos concretos*. Buenos Aires, Argentina: Ediciones Granica.
- Bowen, D. E. & Lawler, E. E. (1992). The empowerment of service workers: what, why, how, and when. *Sloan Management Review*, pp.33: 31–39.
- Bowen, D. E. & Lawler, E. E. (1995). Empowering service employees. *Sloan Management Review*, 36: pp. 73-84.
- Bretones, F. D. & Jáimez, M. J. (2011). El empowerment organizacional: el inicio de una gestión saludable en el trabajo. *Revista de Trabajo y Seguridad Social*. Recursos Humanos, 334: pp. 209-232.
- Brymer, R. A. 1991. Employee empowerment: A guest-driven leadership strategy. *Cornell Hotel and Restaurant Administration Quarterly*, 32: pp. 58- 68.
- Catela Marcos, I. (2006). Comunicación y calidad: hacia una teoría de la calidad comunicativa. *Comunicación y Hombre*, Vol.1 (2): pp. 21-41.
- Chacón, O.; Cuevas-Contreras, T. J. & Bribiescas Silva, F. A. (2010). Gestión de procesos de comunicación como estrategia de competitividad-calidad en Ciudad Juárez, Chihuahua. *Teoría y Praxis*, número 8, pp., 77-93.
- Chan, Y. H. (2003). *A nomological network approach to the study of antecedents, moderator, mediators and outcomes of psychological empowerment*. Doctoral dissertation, Memphis University.
- Collins, K. (2007). "Local Government Capacity in the U.S. – Mexican Border: A Comparative Analysis of Calexico, California and Mexicali, Baja California. *Noesis, Revista de Ciencias Sociales y Humanidades*, enero-junio, vol. 16, número 031, Universidad Autónoma de Ciudad Juárez, Ciudad Juarez, Mexico, pp., 234-264.
- Conger, J. A. & Kanungo, R. N. (1988). The empowerment process: Integrating theory and practice. *Academy of Management Review*, 13: pp. 471-483
- Cuevas-Contreras, T.J; Loera Anchondo E. & Vázquez García B. (2010). Gestión del turismo desde la perspectiva del bilingüismo y la multiculturalidad: Caso Ciudad Juárez. *TURyDES*, vol. Num.7 (abril/abril), pp., N/a.
- Douglas H. & Henderson K. (1994) Introduction to Leisure Service. 7th edition. State College, PA.: *Venture Publishing Inc*.

- Ergeneli, A., Saglam Ari, G. & Metin, S. (2007). Psychological empowerment and its relationship to trust immediate managers. *Journal of Business Research*, 60: pp. 41-49.
- Geralis, M. & Terziovski, M. (2003). A quantitative analysis of the relationship between empowerment practices and service quality outcomes. *Total Quality Management*, 14: pp. 45-62.
- Grant, R. M. (1996). Prospering in dynamically- competitive environments: organizational capability as knowledge integration. *Organization Science*, 7: pp. 375- 387.
- Hamel, Gary; Breen, Bill (2011). El futuro de la administración. México: Grupo Norma.
- Herrenkohl, R. C., Judson, T. G. & Heffner, J. A. (1999). Defining and measuring employee empowerment. *Journal of Applied Behavioral Science*, 35: pp. 373-389.
- Jáimez, M. J. & Bretones, F. D. (2011). El empowerment organizacional: el inicio de una gestión saludable en el trabajo. *Revista de Trabajo y Seguridad Social. Recursos Humanos*, 344: pp. 209-232.
- Jáimez, M. J. & Bretones, F. D. (2011). Towards a healthy organization model: the relevance of empowerment. *The Journal of Industrial Relations & Human Resource*, 13 (3): pp.7-26.
- Jennings, G. (2009). *Tourism Research*. China: Wiley.
- Jha, S. S. & Nair, S. K. (2008). Influence of locus of control, job characteristics and superior-subordinate relationship on psychological empowerment. *Journal of Management Research*, 8: pp. 147-161.
- Kanter, R. M. (1977). Men and Women of the Corporation. New York: *Basic Books*.
- Kanter, R. M. (1989). The new managerial work. *Harvard Business Review*, 67: pp. 85-92.
- Kaplun, M. (1998). "Procesos educativos y canales de comunicación comunicar". *Grupo Comunicar*, Vol. 1, No. 011, octubre, pp., 158-65. Disponible en: <http://www.bantaba.ehu.es>
- Keller, T. & Dansereau, F. 1995. Leadership and empowerment: a social exchange perspective. *Human Relations*, 48: pp.127-146.
- Krogerus, M. & Tschappeler, R. (2012). 50 modelos de éxito. Pequeño manual de decisiones estratégicas. México: *Océano*
- Laschinger, H. K. S., Finegan, J. E., Shamian, J. & Wilk, P. (2001). Impact of structural and psychological empowerment on job strain in nursing work settings: expanding Kanter's Model. *Journal of Nursing Administration*, 31: pp. 260-272.
- Laschinger, H. K. S., Finegan, J. E., Shamian, J. & Wilk, P. (2004). A longitudinal analysis of the impact of workplace empowerment on work satisfaction. *Journal of Organizational Behavior*, 25: pp. 527-545.
- Newstrom, J. W. (2011). *Comportamiento humano en el trabajo*. México, DF: McGraw-Hill.
- Øgaard, T., Marnburg, E. & Larsen, S. (2008). Perceptions of organizational structure in the hospitality industry: consequences for commitment, job satisfaction and perceived performance. *Tourism Management*, 29: pp. 661-671.
- Quinn, R. E & Spreitzer, G. (1997). The road to empowerment: seven questions every leader should consider. *Organizational Dynamics*, 10: pp. 37-49.
- Sánchez, I. (2008). Los estilos de dirección y liderazgo. Propuesta de un modelo de caracterización y análisis. *Pensamiento & Gestión*, Núm. 25, Diciembre-, pp., 1-39.

- Sparks, B. A. & Bradley, G. (1997). The impact of staff empowerment and communication style on customer evaluations: the special case of service failure. *Psychology and Marketing*, 14 (5): pp. 1986- 1998.
- Spreitzer, G. M. (1996). Social structural level for workplace empowerment. *Academy of Management Journal*, 39: pp. 483-504.
- Spreitzer, G. M., Kizilos, M. A. & Nason, S. W. (1997). A dimensional analysis of the relationship between psychological empowerment and effectiveness, satisfaction and strain. *Journal of Management*, 23: pp. 679- 704.
- Spreitzer, G.M. (1995). Psychological empowerment in the workplace: dimensions, measurement and validation. *Academy of Management Journal*, 38: pp. 1442-1465.
- Thomas, K. W. & Velthouse, B. A. (1990). Cognitive elements of empowerment: an “interpretive” model of intrinsic task motivation. *Academy of Management Review*, 15: pp. 666-681.
- Urbiola, A. & Vazquez, A. (2009). Lenguaje, poder y polifonía organizacional. *Razón y Palabra* (68), Mayo-Junio: pp. 1-22.
- Verčič, A., Verčič, D. & Srirameshc, K. (2012). Internal communication: Definition, parameters and the future. *Public Relation Review*, 38 (2): pp. 223-230.
- Yukl, G. A. & Becker, W. S. (2006). Effective empowerment in organizations. *Organization Management Journal*, 3: pp. 210-231.
- Zizaldrá Hernández, I.; Cuevas Contreras, T. & Dorado Delgado, M. (2012). “Congresos y convenciones, estrategia de mercado para el desarrollo turístico del destino. Caso Ciudad Juárez, Chihuahua”. En Cuevas Contreras, Tomás y Varela Juárez Ricardo. *Competitividad, innovación e imaginario en el tejido socioeconómico. Una aproximación teórico-metodológica en Turismo*. México: Editorial Gasca.