

Organizational Culture and Service Quality: An Analysis of the Hotel Sector in Colombia

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Abstract

This study analyzes the relationship between organizational culture and service quality in the hotel sector in Colombia. A mixed methodological approach was adopted. The information was processed through descriptive analysis, with quantitative complementarity and data triangulation. The results show that well-defined corporate values, effective organizational communication and participatory leadership favor the perception of service quality. However, gaps were identified between the internal vision and the customer experience in aspects such as infrastructure and service personalization. While employees perceive the organizational culture as strong, some customers fail to identify it in their hosting experience. The research highlights the importance of aligning organizational identity with customer experience through communication strategies, staff motivation, and optimization of complementary services. These findings offer a framework for continuous improvement in hotel management and future correlational research between organizational culture and service quality.

Keywords: Organizational Culture, Service, Hotels.

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Introduction

Organizational culture (OC) plays a determining role in the quality of the services provided by companies in the hotel sector. In a globalized environment, where competitiveness and differentiation are key to business sustainability, understanding the impact of OC on the perception of service becomes a fundamental aspect (Schein, 1985). Some cities in the Colombian Caribbean such as Cartagena, Barranquilla, Santa Marta and Sincelejo have experienced growth in their hotel offerings, which raises the need to analyze the factors that impact the customer experience and the operational efficiency of these establishments. In this context, this research seeks to determine the relationship between organizational culture and service quality (CS).

The problem lies in the fact that, despite the increase in tourist demand and competition in the sector, not all hotels have managed to establish strategies that guarantee high standards of service. The existing literature suggests that a strong organizational culture favors customer satisfaction and improves the perception of service (Kotler & Armstrong, 2003).

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The objective of this study is to analyze the impact of organizational culture on the provision of hotel service. Specifically, it is intended to describe the characteristics of the organizational culture of the sector, the quality in the provision of the service and to establish the relationship between both factors. To this end, a mixed methodological approach was applied, combining qualitative and quantitative techniques through interviews and surveys aimed at managers, collaborators and customers of the selected hotels.

In this study, key terms such as organizational culture and service quality are defined. Based on the analysis of these concepts, it seeks to provide knowledge on the relevance of a solid CO in the provision of hotel services.

Theoretical framework

Dimensions of organizational culture

Organizational culture is a system of values, beliefs, and practices that guide the behavior of individuals within a company and ensure their cohesion and adaptation to dynamic environments (Malinowski, 1944; Schein, 2010). In the hotel sector, this culture is shaped by the vision of the founder, who establishes fundamental principles that shape organizational identity and guide strategic decision-making (Schein, 2010). The consolidation of these values facilitates the alignment of employees with the business mission and promotes an efficient and collaborative work environment (Correia et al., 2019).

Among the determining factors of organizational culture are internal communication and the work environment. Effective communication not only allows the dissemination of operational information but also reinforces the corporate identity and motivation of staff, impacting their commitment and productivity (García-Morales & Martín-Rojas, 2020; Herrera Pérez, 2020). Likewise, a positive work environment, characterized by effective leadership and recognition, contributes to employee performance and satisfaction (Ventura Hernández et al., 2024). The implementation of strategies that meet the needs of human talent is key to strengthening organizational integration and staff performance (Peña Rivas & Villón Perero, 2018).

In the hotel industry, organizational culture is projected into the customer experience through leadership, quality of service and the ambience of the space. Leadership that fosters the development of competencies and strategic decision-making optimizes the organizational climate and the perception of service (Zapata, Sigala & Mirabal, 2016). In addition, the hotel's infrastructure and design, including lighting, decoration and ambience, directly influence the guest experience and the transmission of corporate values (Ibarra-Michel et al., 2019). Therefore, the effective management of these elements is essential for customer satisfaction and the consolidation of organizational identity in the hotel sector.

The dimensions of quality in the provision of the service

The service is defined as a set of activities designed to meet specific customer needs, standing out for its intangible nature and its orientation towards personalization. From the perspective of Parasuraman, Zeithaml, and Berry (1988), service quality is based on five key dimensions: tangibility, which encompasses the appearance of facilities and personnel;

reliability, related to service consistency; responsiveness, which measures the speed and willingness of personnel; security, reflected in the trust and credibility that the company inspires; and empathy, which emphasizes personalization and the effort to understand the customer's needs.

Service can also be understood as an integration of technology, processes and organizational structures focused on the delivery of value. In this sense, Cardoso, Fromm, Nickel, Satzger, and Studer (2015) highlight the interaction between people and systems as a key element in the coordination and efficiency of the service. In turn, Zeithaml, Bitner, and Gremler (2009) point out that customer satisfaction is based on the comparison between expectations and real experience, which affects customer loyalty and future behavior. Safari, Thilenius, and Hadjikhani (2023) reinforce this idea by pointing out that satisfaction not only measures perceived quality but also contributes to the construction of lasting relationships between the company and its customers.

Beyond satisfaction, the concept of customer delight involves exceeding their expectations through memorable experiences. Berman (2005) argues that this delight is achieved through courtesy, respect and personalized attention, fundamental elements to build customer loyalty. In this context, moments of truth take on great relevance, as they represent critical points of interaction that determine the perception of service. Tamayo Cuéllar (2020) highlights that these moments range from check-in and check-out to the experience in room service and the restaurant, with effective management being crucial to guarantee customer loyalty.

On the other hand, the SERVQUAL model by Parasuraman, Zeithaml, and Berry (1985) identifies five gaps that can affect the quality of service. These include the knowledge gap, which arises when the company does not understand customer expectations; the standards gap, related to the lack of alignment between customer expectations and the standards defined by the company; the delivery gap, which reflects differences between what was promised and what was executed; the communication gap, generated by inconsistencies in the messages transmitted to the customer; and finally, the perception gap, which represents the discrepancy between the expected and perceived service (Parasuraman et al., 1985). All these gaps affect customer experience and highlight the importance of strategies to ensure service is aligned with their expectations.

The following table presents the main dimensions of organizational and service culture in the hotel sector, which were coded and operationalized to measure the perception of employees and customers, respectively.

Table 1. *Dimensions of organizational culture and service (employee perception)*

Construct	Dimension	Cod	Indicator
Organizational Culture	Corporate Values and Principles	OC1	In our hotel establishment, the vision, values, philosophical orientation, beliefs and principles of the founder generate a distinctive identity that impacts both the performance of the staff and the perception of satisfaction among the customers.
		OC2	Within the hotel, there is a solid and generalized knowledge of the values and principles that govern the organizational culture.
	Communication	OC3	The interaction and exchange of information between the members of the work team are fluid and effective, which is reflected in the provision of high-quality services.

Construct	Dimension	Cod	Indicator
		OC4	The communicative relationship between leaders and employees is characterized by being clear, timely and respectful, which facilitates a harmonious work environment.
		OC5	Communication between staff and guests is efficient, ensuring satisfactory customer experience.
		OC6	A collaborative work environment based on positive interpersonal relationships and an organizational culture that encourages teamwork is promoted.
	Motivation	OC7	A high level of motivation is perceived among employees, positively influenced by the treatment received from management.
	Leadership	OC8	The leadership style implemented in the company generates satisfaction and is well valued by the work team.
	Infrastructure	OC9	The hotel's facilities present optimal conditions for the provision of services, providing a comfortable and pleasant experience for guests.
Quality of Service	Service Standardization	S10	There is a structured and widely disseminated protocol for the management of hotel reservations, which is effectively applied by the reception team.
		S11	The staff is fully aware of the proper procedures for the check-in of guests upon arrival, including the standards of presentation and care that must be ensured.
	Complementary services	S12	The complementary services offered by the hotel, such as internet access, parking, swimming pool and other amenities, are well received and valued by guests.
	Personalization and flexibility in care	S13	The established hours for the restaurant service are considered adequate and in accordance with the needs of the customers.
		S14	The hotel's gastronomic offer, both in variety and quality, satisfactorily meets the expectations and preferences of guests.
		S15	The availability of room service adjusts to the times and needs of the customers, ensuring an efficient service.
		S16	The reception staff has mastered the check-out procedure, correctly applying the established protocols in terms of introduction, attention and farewell to guests.

Source: *Adapted from Taborda & Hernández (2017).*

The following table presents the main dimensions of CO and SC in the hotel sector, which were coded and operationalized for customer assessment through the following items.

Table 2. *Dimensions of CO and SC in the hotel sector (Customer Perception)*

Construct	Dimension	Cod	Indicator
Organizational Culture	Corporate Values and Principles	CCO1	Characteristics are identified that give a unique identity to the hotel, which generates in me the feeling of being a special guest, valued and treated with respect. These aspects are related to philosophy, values, principles and ideals transmitted by its founder.
		CCO 2	During my stay, I have been able to evidence of the presence of the values and principles that govern the hotel's organizational culture.
	Communication	CCO 3	Communication between the members of the work team is effective, which contributes to maintaining a harmonious and pleasant environment within the establishment.
		CCO 4	Since my arrival at the hotel, I have received all the necessary information to facilitate my stay and ensure a satisfactory experience.
		CCO 5	The relationship between the collaborators is characterized by cordiality and friendliness, promoting a welcoming atmosphere in the hotel.
	Culture of service	CCO 6	The quality of service provided by the hotel staff was satisfactory and in line with my expectations.
	Infrastructure	CCO 7	The hotel's facilities meet the expected standards of comfort and quality, providing a pleasant experience.
	Service Standardization	SC8	The room reservation process has been efficient and satisfactory.
		SC9	The attention received during the check-in process has been adequate and has generated a positive impression of the service.

Quality of the service	Complementary services	SC10	The additional services and complementary activities offered by the hotel have been to my taste and have contributed to improving my experience during the stay.
	Personalization and flexibility in care	SC11	The established hours for restaurant service are appropriate and convenient for guests.
		SC12	The gastronomic offer, in terms of variety and quality, was satisfactory and in line with my expectations.
		SC13	The room service hours are adequate and adjusted to the needs of the guests.
	Satisfaction	SC14	The attention received during the check-out process has been efficient and has allowed me to conclude my stay satisfactorily.
	Loyalty	SC15	I would consider staying at this hotel again and would confidently recommend their service to others.

Source: Adapted from Taborda & Hernández (2017).

Methodology

This study, with a mixed approach, examines the particularities of the organizational culture in the hotel sector in Colombia, as well as the most representative aspects of the service in this area. In addition, an analytical approach is proposed that seeks to identify the possible relationship between the dimensions of organizational culture and the quality of the service provided. The research assumes that corporate culture plays a determining role in customer experience, directly influencing the efficiency and consistency of the service offered.

This study adopts a qualitative approach based on phenomenology, with the aim of understanding the experiences lived by the participants in the Colombian hotel sector.

Phenomenology, as a qualitative research method, focuses on describing and analyzing the subjective experiences of individuals, allowing a deep understanding of phenomena from the perspective of those who live them (Castillo Sanguino, 2020). For data collection, from the qualitative point of view, semi-structured interviews were used aimed at managers with more than five years of experience in the hotel sector, and from quantitative complementarity, surveys with a Likert scale applied to customers who have frequently stayed in the hotels under study. 25 interviews were conducted with managers and 203 effective responses were obtained to the surveys carried out with customers and 98 with employees; of these, 12 interviews were conducted by *Taborda and Hernández (2017)*, in addition to 36 effective responses to the surveys of workers and customers, respectively. The combination of interviews and surveys allows for a methodological complementarity that enriches the analysis of the data. Semi-structured interviews offer a detailed look at managers' perceptions and experiences, while surveys provide quantifiable data on customer and employee sentiment. This methodological duality facilitates a more comprehensive understanding of the phenomenon studied, allowing the findings obtained through different information collection techniques to be contrasted and validated (Denzin, 1978; Hernández, Fernández, & Baptista, 2014).

For the analysis of the results, the triangulation technique was used, which consists of the integration of multiple data sources and methods to strengthen the validity of the findings. Methodological triangulation involves the use of at least two methods, usually qualitative and quantitative, to address the same research problem (Morse, 1991; Hurtado de Barrera, 2015). By combining the qualitative data from the interviews with the descriptive statistical analysis of the surveys, a more robust and reliable understanding of the phenomenon studied is achieved, ensuring that the results accurately reflect the realities and perceptions of the participants.

Results

The results of the research are presented at three levels of analysis. First, from a qualitative perspective, the findings obtained through the interviews were consolidated, identifying the main dimensions of OC and SC in the hotel sector. This phase made it possible to characterize the values, practices and key factors that affect the perception of the service both from the management and from the daily operation of the hotels.

Second, based on the data collected in the surveys, and using a descriptive statistical approach, the valuation of culture and service was analyzed from the perception of employees and customers. This analysis allowed us to identify significant gaps in the perception of the service, evidencing differences between the internal vision of the hotel staff and the experience lived by the guests.

Finally, a triangulation of results was applied, integrating qualitative and quantitative findings. Through intertextual analysis, strong ideas were identified that allowed validating the main results and reinforcing the understanding of the relationship between organizational culture and service quality in the hotel sector.

Description of the Organizational Culture in the hotel sector (interviews)

Organizational culture in the hotel sector is structured around several key factors, such as human talent management, leadership, motivation, and communication. In terms of corporate values and principles, hotels promote principles such as responsibility, honesty, commitment and ethics in service. However, while some establishments have a well-defined organizational culture, others have weaknesses in the transmission of their founding ideals, which impacts organizational identity and the integration of employees.

Leadership is evidenced in two predominant models. The first is hierarchical and centralized, where authority rests with management with top-down and limited communication, restricting staff participation in decision-making. The second is a participatory and decentralized approach, which grants greater autonomy to employees and encourages teamwork, promoting greater collaboration and operational efficiency. In terms of motivation, some hotels have implemented financial incentives, wellness programs, and special celebrations, which strengthens staff engagement. However, in other cases, the lack of structured strategies affects worker satisfaction and performance.

Organizational communication is a determining factor in hotel operations. While hotels with two-way communication systems have better internal cohesion, those with restricted communication schemes face difficulties in aligning work teams. In terms of the culture of service and customer orientation, significant differences are observed between hotels that prioritize excellence in service and others where the lack of a clear service strategy affects guest satisfaction. Finally, in terms of infrastructure, most hotels consider their facilities to meet industry standards, although some have chosen to make improvements to strengthen the customer experience and maintain their competitiveness in the market.

Description of Key Aspects of the Service (Interviews)

The perception of service in the hotels analyses reveal significant differences in several key aspects. In terms of standardizing processes, many hotels do not have documented protocols for essential procedures such as reservations, check-in, and check-out, based on staff experience. However, those establishments that have implemented structured guides show greater efficiency and consistency in guest service.

In relation to infrastructure and amenities, there is evidence of variability in the quality of the facilities. Some hotels have undergone refurbishments to improve customer experience, while others have location deficiencies that affect the perception of service. Those that have incorporated ecological elements and sustainable systems stand out, aligning themselves with responsible tourism trends. Likewise, the offer of complementary services makes a competitive difference, with some hotels providing gyms, swimming pools and restaurants, while others are limited to basic services such as Wi-Fi and laundry.

The hotel service has an operational structure with standardized processes, although in many cases without formal documentation. Bookings are managed through different channels such as calls, emails and specialized platforms. During check-in, the guest's identity is verified and information about the hotel's services is provided, while check-out involves the settlement of consumption and the issuance of the corresponding invoice. During their stay, guests can access additional services, such as laundry facilities and event spaces. In terms of gastronomy, the offer varies, with American-style breakfasts and menus based on traditional dishes from the region and the country.

Perception of Organizational Culture and Service (Survey Results)

The analysis describes the perception of employees and customers in the hotels evaluated, allows identifying points of convergence and discrepancy around culture and service. In general terms, both parties show a positive assessment of the hotel environment, but there are differences in the perception of certain key aspects, which shows the need to align the internal vision with real guest experience.

One of the most relevant aspects in the comparison is the perception of corporate values and principles. While 91% of employees consider that there is extensive knowledge and application of these values within the organization, only 82% of customers claim to have perceived them during their stay. This gap indicates that while employees are aligned with the hotel's identity, these values may not always translate into tangible guest experiences. That is, what the internal team assumes as well-established principles may not be so evident to the end customer.

In terms of internal communication and with customers, both employees and guests agree that interaction between staff is adequate to generate a harmonious and efficient work environment. 95% of employees believe that internal communication contributes positively to the provision of the service, while 83% of customers perceive that this interaction creates a pleasant atmosphere. However, while 86% of customers feel that they received all the necessary information from the moment they entered the hotel, 78% of employees consider that the information protocols are clear. This suggests that although employees believe they are providing complete information, some customers may perceive that certain aspects could be explained more accurately.

Motivation and leadership within the work environment reflect another area of divergence. 77% of employees say they feel motivated by the treatment received from management, but when evaluating the customer service, 83% of guests report being satisfied with the service received. While this result is positive, the difference suggests that an increased focus on staff motivation could have an even more significant impact on customer perception. Likewise, 89% of employees are comfortable with leadership, indicating a relatively strong organizational structure, but the challenge lies in ensuring that this leadership translates into service experiences that customers perceive as exceptional.

Another relevant point is the perception of the infrastructure and the location conditions. 88% of the employees consider that the hotel facilities are in optimal conditions for the

provision of the service, but only 80% of the customers share this opinion. This difference suggests that while employees perceive their work environment as adequate, the guest's perspective may be influenced by specific details that could impact on their experience, such as the modernity of spaces, room maintenance, or the functionality of certain common areas.

Regarding the quality of service and the standardization of processes, both perspectives agree that the reservation and check-in procedures are well established. 94% of employees indicate that the booking protocol is known and applied, while 87% of customers express satisfaction with this process. Similarly, the perception of check-in is similar, with 92% of employees saying they are aware of the check-in process and 86% of customers feeling comfortable with the service received at this point. This indicates that administrative procedures are well structured and aligned between both parties.

However, when complementary services are analyzed, notable differences emerge. While 83% of employees consider that additional services are valued by guests, only 81% of customers are satisfied with them. Although the difference is not drastic, it reflects that customer expectations may not be fully covered, which opens the possibility of improving the value of the offer with additional services more aligned with their needs.

In the case of personalization and flexibility in service, the opening hours of the restaurant and room service are well valued by both parties, although with certain differences. 75% of customers consider the restaurant's opening hours adequate, while 81% are satisfied with the gastronomic variety. In contrast, employees have a more positive perception of these aspects, suggesting that employees may be underestimating customer expectations for meal options and schedules.

Finally, when it comes to customer loyalty, 79% of guests indicated that they would stay at the hotel again and recommend it, while 75% of employees say they are correctly aware of check-out procedures, a crucial aspect of the customer experience. This indicates that, although the processes are well structured, personalization in the attention and management of the guest experience must continue to be strengthened to consolidate greater loyalty.

The analysis comparing the perception of employees and that of customers shows a panorama in which, although there is a general alignment in the vision of the service, gaps persist in the way in which organizational values, infrastructure and complementary services are experienced by guests. While employees have an internal perception that organizational processes and culture are well established, some of these aspects are not reflected with the same intensity in the perception of customers.

To close these gaps, it is essential to strengthen staff training in customer experience, optimize communication on corporate values and principles at each guest touchpoint, and improve the offer of complementary services according to customer expectations. Aligning these two perspectives will contribute to consolidating a more effective organizational culture and raising quality standards in guest care. The Frequency Tables are illustrated below.

Table 3. *Organizational Culture - Relative Frequency of the sector - (collaborators)*

OC1	Fr	%	OC2	Fr	%	OC3	Fr	%	OC4	Fr	%	OC5	Fr	%	OC6	Fr	%	OC7	Fr	%	OC8	Fr	%	OC9	Fr	%
1	4	4%	1	0	0%	1	0	0%	1	0	0%	1	12	13%	1	12	13%	1	12	13%	1	0	0%	1	2	2%
2	2	2%	2	0	0%	2	0	0%	2	0	0%	2	0	0%	2	0	0%	2	0	0%	2	0	0%	2	1	1%
3	11	12%	3	4	4%	3	0	0%	3	9	9%	3	2	2%	3	0	0%	3	6	6%	3	6	6%	3	4	4%
4	37	39%	4	46	48%	4	38	40%	4	37	39%	4	25	26%	4	30	32%	4	43	45%	4	40	42%	4	35	37%

5	41	43%	5	45	47%	5	57	60%	5	49	52%	5	56	59%	5	53	56%	5	34	36%	5	49	52%	5	53	56%
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Note: The table shows the relative frequency of the dimensions of the Organizational Culture from the perception of hotel employees

Source: Own elaboration

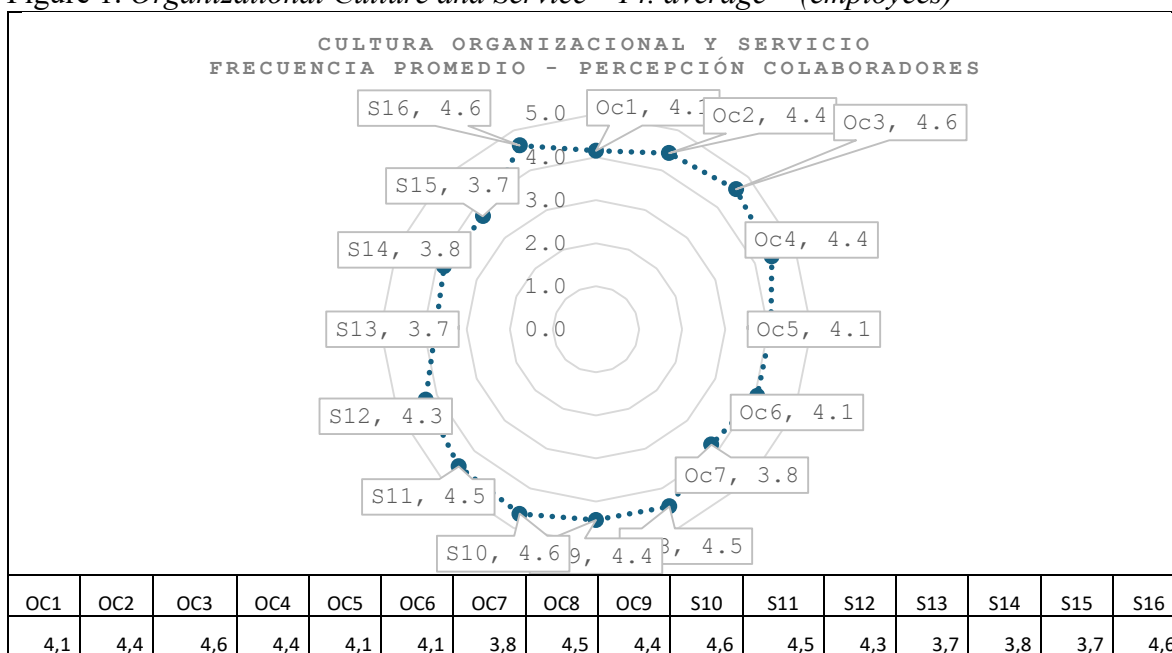
Table 4. Service- Relative Frequency of the sector - (collaborators)

S10	Fr	%	S11	Fr	%	S12	Fr	%	S13	Fr	%	S14	Fr	%	S15	Fr	%	S16	Fr	%
1	0	0%	1	0	0%	1	0	0%	1	18	19%	1	18	19%	1	18	19%	1	0	0%
2	0	0%	2	0	0%	2	0	0%	2	0	0%	2	0	0%	2	0	0%	2	0	0%
3	1	1%	3	3	3%	3	12	13%	3	2	2%	3	0	0%	3	3	3%	3	3	3%
4	32	34%	4	41	43%	4	44	46%	4	27	28%	4	22	23%	4	26	27%	4	30	32%
5	62	65%	5	51	54%	5	39	41%	5	48	51%	5	55	58%	5	48	51%	5	62	65%

Note: The table shows the relative frequency of the service - perception of hotel collaborators

Source: Own elaboration

Figure 1. Organizational Culture and Service – Fr. average – (employees)



Note: the figure shows the Average Frequency of the culture and service indicators from the perception of the employees.

Source: Own elaboration

Table 5. Organizational Culture - Relative Frequency of the sector - (customers)

CO1	Fr	%	CO2	Fr	%	CO3	Fr	%	CO4	Fr	%	CO5	Fr	%	CO6	Fr	%	CO7	Fr	%
1	0	0%	1	0	0%	1	0	0%	1	0	0%	1	0	0%	1	0	0%	1	0	0%
2	15	7%	2	0	0%	2	0	0%	2	0	0%	2	0	0%	2	0	0%	2	0	0%
3	35	17%	3	25	12%	3	15	7%	3	10	5%	3	5	2%	3	15	7%	3	40	20%
4	123	61%	4	104	51%	4	119	59%	4	114	56%	4	140	69%	4	125	62%	4	125	62%
5	30	15%	5	74	36%	5	69	34%	5	79	39%	5	58	29%	5	63	31%	5	38	19%

Note: The table shows the relative frequency of the dimensions of the Organizational Culture from the perception of customers in the hotel sector

Source: Own elaboration

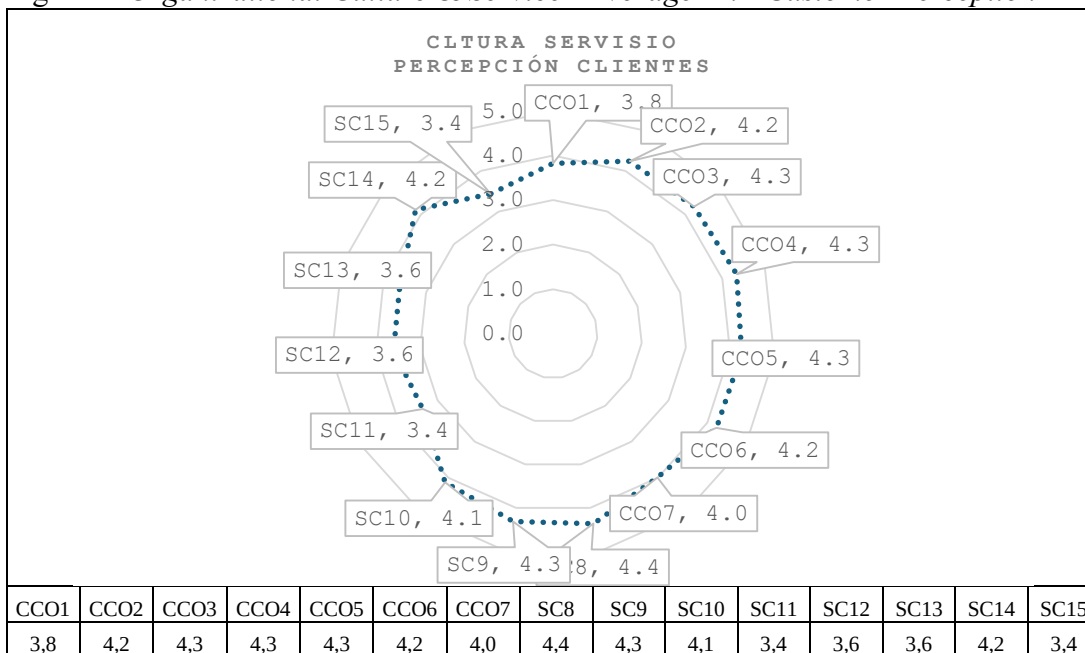
Table 6. Service- Relative Frequency of the sector - (customers)

SC8	Fr	%	SC9	Fr	%	SC10	Fr	%	SC11	Fr	%	SC12	Fr	%	SC13	Fr	%	SC14	Fr	%	SC15	Fr	%
1	0	0%	1	0	0%	1	0	0%	1	36	18%	1	36	18%	1	36	18%	1	0	0%	1	36	18%
2	0	0%	2	0	0%	2	2	1%	2	0	0%	2	0	0%	2	0	0%	2	2	1%	2	0	0%
3	7	3%	3	7	3%	3	23	11%	3	25	12%	3	5	2%	3	5	2%	3	21	10%	3	18	9%
4	114	56%	4	125	62%	4	125	62%	4	99	49%	4	94	46%	4	90	44%	4	123	61%	4	101	50%
5	82	40%	5	71	35%	5	53	26%	5	43	21%	5	68	33%	5	72	35%	5	57	28%	5	48	24%

Note: The table shows the relative frequency of the service from the perception of customers in the sector

Source: Own elaboration

Figure 2. *Organizational Culture & Service - Average Fr. - Customer Perception*



Note: the figure shows the Average Frequency of the culture and service indicators from the perception of customers.

Source: Own elaboration

Triangulation

Next, the triangulation of results derived from the research methods and instruments is presented. The table summarizes the main dimensions detected in the hotels, the findings obtained through the interviews, the findings of the surveys (separated into collaborators and customers) and the strong ideas that coincide between both sources.

Table 7. *Triangulation Organizational Culture and Service in Hotels*

Dimension	Findings in the Interviews	Survey Findings (Collaborators)	Survey Findings (Customers)	Concurring Strong Ideas
Corporate Values and Principles	There are differences in the clarity and application of values. Some hotels have a well-defined organizational identity, while others are unaware of the founding ideals.	91% of employees recognize corporate values, indicating that they are well internalized in the organizational culture.	82% of customers perceive corporate values during their stay.	Values are clearly identified by employees, but they may not always be reflected in the customer experience. The transmission of values in the service needs to be reinforced.
Leadership	Two models are identified: hierarchical and centralized (little participation of	89% of employees are satisfied with leadership.	It is not measured directly in the customer survey.	Leadership is perceived positively by employees, but its impact on customer experience is not evident.

Dimension	Findings in the Interviews	Survey Findings (Collaborators)	Survey Findings (Customers)	Concurring Strong Ideas
	collaborators) and participatory and decentralized (greater autonomy and teamwork).			
Staff motivation and well-being	Some hotels apply motivational strategies (economic incentives, celebrations, well-being), while others lack formal mechanisms.	77% of employees feel motivated, although there is room for improvement in recognition strategies.	It is not measured directly in the customer survey.	Motivation is key to job satisfaction, but its impact on customer service can be optimized. Recognition strategies can improve staff engagement.
Organizational Communication	In hotels with fluid and two-way communication, greater internal cohesion is observed. In those with restricted communication, there are difficulties in aligning teams.	95% of employees believe that internal communication contributes positively to the service.	83% of customers perceive that interaction between staff creates a pleasant atmosphere. 86% consider that they received all the necessary information.	Effective communication within the team supports customer experience. However, customer perception indicates that some informative aspects may be clearer.
Culture of service and customer orientation	In some hotels, a clear attitude towards service is promoted; in others, the lack of strategy affects customer satisfaction.	83% of employees consider that customer service is adequate.	83% of customers are satisfied with the service received.	There are alignments between internal perception and that of the customer in service orientation. Strategies to maintain quality must be standardized.
Infrastructure and Location Conditions	The quality of the facilities varies. Some hotels have made improvements, while others have rental deficiencies.	(88%) of the workers perceive that the hotel facilities are in excellent condition, guaranteeing a suitable environment for the development of their functions and the provision of a quality service.	80% of customers believe that the facilities meet their expectations.	Employees perceive infrastructure more favorably than customers. Audits should be conducted from the guest's perspective.
Standardization of processes (reservations, check-in, check-out)	Not all hotels have documented protocols. Those that do show greater efficiency in service.	94% of employees say that the booking protocol is well structured and applied. 92% are aware of the check-in process. 92% handle the check-out process correctly.	87% of customers are satisfied with the booking process. 86% are satisfied with the check-in. 83% rate check-out positively.	The administrative processes are well managed internally and reflect a positive experience for customers. However, it is recommended to formalize the documentation of these procedures in hotels that do not yet have it.
Additional services (Wi-Fi, laundry, restaurant, parking, among others)	Hotels offer a variety of complementary services, some more robust than others. Guest perception varies depending on the offer.	83% of employees believe that additional services are valued by guests.	81% of customers are satisfied with complementary services.	Although highly valued, additional services can be improved to better match customer expectations.
Personalization and flexibility in care	Some hotels offer options such as flexible check-in and check-out, room upgrades, and tailored service.	75% of the employees consider the restaurant's hours adequate, 81% rate the gastronomic variety well, and 74% believe that room service is relevant.	75% of customers value the restaurant's opening hours positively, 81% rate the gastronomic offer well, and 80% consider the room service hours adequate.	There is a good alignment in the perception of the personalization of the service. Flexibility and adaptability can be a competitive differentiator.
Customer loyalty	Some hotels are working on loyalty strategies, but not all of them have structured plans.	It is not measured directly in the employee survey.	79% of customers would stay again and recommend the hotel.	Loyalty depends on the consistency of the service and the perception of quality. It is a key area for the hotel's growth and competitiveness.

Source: Own elaboration

Discussion

The findings of this study reinforce the importance of OC in hotel CS, in accordance with what was proposed by Schein (2010). It was identified that hotels with well-defined values and a clear corporate identity generate a positive impact on the customer's experience. However, gaps were detected in the communication of these values to guests, which coincides with what was stated by García-Morales and Martín-Rojas (2020), who underline the need for effective organizational communication to align internal and external perceptions.

Leadership and staff motivation also emerged as determining factors in hotel organizational culture. According to Zapata, Sigala, and Mirabal (2016), effective leadership optimizes decision-making and improves productivity. However, the results show the coexistence of a

centralized model, which restricts the autonomy of employees, and a participatory one, which encourages collaboration. Despite a high general satisfaction with leadership, the absence of structured incentive and well-being strategies can affect the quality of service, in line with what Peña Rivas and Villón Perero (2018) point out, who highlight motivation as a key pillar of organizational performance.

From the perspective of hotel service, the results support the SERVQUAL model of Parasuraman, Zeithaml and Berry (1988), where dimensions such as tangibility, reliability, responsiveness, safety and empathy affect the perception of quality. Standardized procedures such as check-in and check-out are well defined in most hotels, leading to positive guest experiences. However, the absence of formal documentation in some establishments causes inconsistencies in the provision of the service, evidencing the need for greater professionalization in hotel management.

Another relevant finding is the discrepancy between collaborators and customers in terms of infrastructure and complementary services. While employees consider that the facilities meet the required standards, a sector of customers does not share this perception. This coincides with Ibarra-Michel et al. (2019), who highlight the influence of the physical environment on the guest experience and on the transmission of organizational values. Elements such as decoration, ambience and quality of the facilities play a crucial role in the perception of the service and can become a competitive differentiator in the sector.

Finally, the triangulation of data allowed validating the findings and evidencing differences in the perception of organizational culture and service. In line with Denzin (1978) and Morse (1991), who highlight triangulation as a method to strengthen the validity of the results, this study demonstrates the usefulness of integrating qualitative and quantitative approaches for a broader understanding of the phenomenon analyzed. It is recommended to strengthen the alignment between the organizational identity and customer experience through more effective communication strategies, participatory leadership and improvements in infrastructure and complementary services, which would reduce the gaps detected and optimize the perception of the hotel service.

Conclusions

This study shows the close relationship between CO and CS in the Colombian hotel sector. Factors such as corporate values, organizational communication, leadership, and staff motivation directly influence the customer's perception of service quality. Hotels with a well-defined organizational culture achieve greater customer satisfaction, which reinforces the importance of consolidating these aspects to improve the competitiveness of the sector. However, gaps were identified in the transmission of institutional values and infrastructure, because while employees perceive a clear organizational culture, some customers fail to identify these values in their stay experience.

From a methodological perspective, the study combined semi-structured interviews and Likert-type surveys, complemented by descriptive statistics and methodological triangulation. This methodological integration made it possible to validate the results and detect discrepancies in the perception of employees and customers, particularly in the motivation of the staff and the quality of the facilities. Triangulation highlighted the importance of combining qualitative and quantitative approaches for a more comprehensive view of the phenomenon.

Given these findings, it is recommended to reinforce the communication of institutional values, improve the infrastructure based on the guest's perspective and optimize complementary services aligned with market expectations. In addition, strengthening staff motivation through recognition and well-being strategies would contribute to improving the perception of service and customer loyalty. In this sense, the results of the research provide a valuable framework of reference for continuous improvement in hotel management and for future research at the intersection between organizational culture and service quality.

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