RTA Revista Turismo em Análise

Revista Turismo em Análise - RTA | ISSN: 1984-4867

DOI: http://dx.doi.org/10.11606/issn.1984-4867.v30i1p24-45

Articles and essays

Study on the Relationship between Tourism Capability and Organizational Performance in the Lodging Sector of Planalto Catarinense, SC, Brazil

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Abstact

Our study sought to analyze the relationship between the "tourism dynamic capability" and the organizational performance in the lodging sector of Planalto Catarinense. The studies of Silveira-Martins and Zonatto (2015) was used to theoretically base the conceptual model and for dynamic tourist capability and Carvalho (2011) for performance of lodging facilities. Regarding the methodology, our study is characterized as a quantitative approach. For the data analysis we used: exploratory factor analysis and confirmatory factor analysis and structural equation modeling. Thus, for the survey, the structured questionnaire was used to collect the data, in the lodging sector of Planalto Catarinense. Thus, it was possible to analyze the relationship of the tourism dynamic capability and the organizational performance in lodging sector of the region. With the application of the variables: information on tourist attractions; attention to new tourist events in the region and knowledge of local history; it is concluded that the use of tourism capabilities by hotels helps in competitive advantage in a dynamic environment. Likewise, it achieves customer satisfaction and results in good organizational performance.

Keywords: Tourism dynamic capability; Performance; Structural equations modeling; Hotel.

Resumo

Capacidade turística e desempenho: estudo da relação nos meios de hospedagem no Planalto Catarinense, SC, Brasil

Esta pesquisa teve como objetivo analisar a relação da capacidade dinâmica turística e o desempenho nos meios de hospedagem da região de Urubici-SC. O estudo caracteriza-se como uma abordagem quantitativa. Para a análise dos dados, utilizou-se análise fatorial exploratória, análise fatorial confirmatória e modelagem de equações estruturais. Para a coleta dos dados, utilizou-se de questionário estruturado aplicado em 52 meios de hospedagem. Como principais resultados, identificou-se que a aplicação das variáveis conhecimento sobre os atrativos turísticos, atenção aos novos acontecimentos turísticos

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da região e conhecimento sobre a história local relaciona-se ao melhor desempenho na hotelaria, portanto estão relacionadas com a utilização das capacidades turísticas pelos empreendimentos hoteleiros, que auxilia na vantagem competitiva, em meio a um ambiente dinâmico. Do mesmo modo, alcança satisfação dos clientes e resultados em bom desempenho organizacional.
Palavras-chave: Capacidade dinâmica turística; Desempenho; Modelagem de equações estruturais; Hotel.

Resumen

Capacidad turística y rendimiento: estudio de relación en los medios de hospedaje en la Meseta Catarinense, SC, Brasil

La presente investigación tuvo como objetivo analizar la relación de la capacidad dinámica turística y el desempeño en los medios de hospedaje en la región de Urubici, Santa Catarina, Brasil. Se trata de un estudio con enfoque cuantitativo. Para el análisis de los datos se utilizó: el análisis factorial exploratorio, el análisis factorial confirmatorio y el modelado de ecuaciones estructurales. Para la recolección de datos, se utilizó del cuestionario estructurado aplicado a 52 medios de hospedaje en la Meseta Catarinense. Los principales resultados fueron la aplicación de las variables conocimiento sobre los atractivos turísticos; atención a los nuevos acontecimientos turísticos de la región y conocimiento sobre la historia local; que se asocian a la utilización de las capacidades turísticas por los emprendimientos hoteleros, lo que auxilia en la ventaja competitiva en un ambiente dinámico. Del mismo modo, alcanza satisfacción de los clientes y resultados de un buen desempeño organizacional.
Palabras clave: Capacidad dinámica turística; Rendimiento; Modelado de ecuaciones estructurales; Hotel.

INTRODUCTION

Tourism and lodging have become important segments of the world economy in the last decades. These segments of the service sector generate direct and indirect job opportunities, eneble the growth of several regions and improve the quality of life of its inhabitants, as Aldrigui (2007) states.

Recently, a standardization has been observed in the verification of tourist's specific needs, at the same time that the product/service show an organizational isomorphism. The tourist destinations do not escape this globalizing effect; and they must offer uniqueness and visibility if they want to attract tourists (González, Barquín, Domínguez, & Ortega, 2018).

Campos and Gonçalves (1998) and Coco, Souza and Costa (2017) show the importance of lodging in the tourist trade when affirm that the lack of lodging interferes in the growth potential of a tourist region. Hotels have the task of offering good performance in the tourism scenario. Therefore, Grönroos (2003) points out that the hosting organization that seeks growth aiming at establishing a relationship with the client/user must adopt a process management for the company's activities. Thus, a company's set of actions is organized and managed as process a of value generation that strengthen the development of relationships.

Strategic processes can increase the company's tourism capability and organizational performance. Customer satisfaction and increase of good results

are aspects of the organizational performance that should be obtained with strategic actions that focus on its effectiveness and overcome oscillations, as Silveira-Martins and Tavares (2014) concluded.

Silveira-Martins and Zonatto (2015) show that the concept of tourism capability is defined as the company's management attitudes about its internal competences. These attitudes should enable the development of tourism actions in the region considering the threats of the environment and seizing the opportunities resulting in better organizational gains.

Combining tourism capability and organizational performance result in customer satisfaction and promotion of a tourist region. According to Rosa and Kamakura (2001), the set of experiences the customer experienced with the company defines their satisfaction. We think it is important to explore different methods of capturing and retaining customers considering the current competition of hotels and inns, thus increasing the organizational performance in hotel market.

The object of our study, the Planalto Serrano Catarinense, has different tourist options. This region offers canyons, waterfalls, fields, araucaria forests, peaks of approximately 2,000 m of altitude, cold climate, rural tourism, adventure tourism, countryside culture, rock painting and other attractions. Figure 1 shows the geographic location of Urubici, in the state of Santa Catarina.

Figure 1 – Territory of Urubici-SC

Source – Google images, 2019

Given this context, we think it is relevant to check which strategic methods the local lodging sector has to serve tourists considering the diversity of tourist activities. What variables of tourism dynamic capability are used by the hotels of Urubici and region, and their relationship with organizational performance?

Our study seeks to verify and measure the variables of tourism capability used by companies and compare them with the performance of lodging facilities.

THEORETICAL FRAMEWORK

Lodging is understood as commercial facilities that offers furnished rooms, with private bathroom, for temporary occupation, including full service of food and others, either for short or long periods. Andrade, Brito and Jorge (2002) Consider the expressions "lodging" and "hospitality" as synonymous because both relate to the facilities that develop the reception and lodging trade aiming at servicing tourists. Moreover, they propose a complete service in lodging, sometimes offering food, entertainment and other welfare activities.

Great resorts and hotels are not the only to achieve excellence in the service. Hostels and small hotels can also serve meeting costumer's needs and desires, as says Araújo (2008). These lodging companies propose a more informal and personalized service, sometimes supported by systems and software that store customers' data, facilitating the service.

The World Tourism Organization (WTO) (2001) points out that tourism includes the activities of people traveling to different places for business, leisure and others for a period shorter than one year.

The WTO (2001) states that the companies involved in the tourist destinations are responsible for continuous evolution due to the growth of tourism sector, to adapt to the changes and contingencies of the market.

Urubici and region are growing. Since the tourists found the beauties of the region resulting of the cold weather such as frozen waterfalls and snow, the local tourism increased more than 50%. Combined with the fame of the wines produced at high altitudes and the strategic geographic location for the capture of cosmic positive energies that delight the esoteric visitors (Menezes, 2017).

The companies in this current economic scenario have to deal daily with several factors that directly and indirectly affect the organizational performance, profitably or adversely. In this perspective, every manager must be able to direct his team and its attractions in situations of risk for the best organizational performance. Dynamic capability is the innovation capability that organizations possess, either from a threat environment or by the ambition of differentiating from their competitors. (Nelson, 1991; Teece & Pisano, 1994; Silveira-Martins & Zonatto, 2015).

Strategic actions and resources can, combined, increase the competitive advantage of a market (Deluca, Gonçalo, Castro Junior, & Pereira, 2017).

According to Maranhão and Teixeira (2015, p. 133), dynamic capacities are leadership actions of creation, innovation and direction of organizational processes and routines.

The ability to innovate (dynamic) is a decisive variable for organizational performance. The definition of this variable cannot be fully consolidated yet. However, the approach is based on the Schumpeterian prototype. For Schumpeter (1988), the competitive advantages are supported by the innovation and the creative destruction of resources, according to Maranhão and Teixeira (2015). According to Deluca et al. (2017) dynamic capacities result of contributions, evolutions and complementarity of previous theories, especially: (1) Evolutionary theory (Schumpeter, 1934); (2) Theory of learning and Organizational competences (Prahalad & Hamel, 1990); (3) transaction

costs theory (Coase, 1937); (4) agency theory (Jensen & Meckling, 1976); (5) contingency theory (Boyd, 1995); (6) Institutional theory (Zucker, 1987); and (7) as emphasized by several authors of this evolution, the resource-based view (RBV) (Barney, 1991).

Based on this perspective, Teece, Pisano and Shuen (1997) argue that dynamic capability integrates and modifies the internal and external configuration of the competencies of an organization in periods of various environmental changes.

The strategies involved in dynamic capability are essential decisions of managers to differ from other competitors. Thus, Silveira-Martins and Zonatto (2015) emphasize the importance of using the environmental resources for the development of innovation capability, and that, by following this perspective, a company can consolidate and obtain its competitive difference.

The potential for tourist development of a locality is given according to the available resources. However, the region grow with the valorization, innovation and creation of these resources.

"Tourism capability" is the application of dynamic capability in tourism; or as defined by Silveira-Martins and Zonatto (2015, p. 10), the tourism capability is defined as the management of a company's internal resources focusing on the development of tourism actions, preventing from environmental threats and better seizing the opportunities, thus obtaining better organizational results.

The tourism dynamic capability has the internal role of providing learning, applying satisfactory management to shareholders and employees and the external role of enabling the increase of competitive advantage, add value to the services offered and achieve customer satisfaction.

Personalized service to tourists can be seen as an effective method for offering hospitality. Hospitality is understood as the art of welcoming and serving with quality. The act of being hospitable is already part of tourism. It is the exceptional quality expressed in a pleasant reception together with meeting their needs and expectations, with the concern for offering infrastructure, services and actions that will make the guest feel welcome. Dalpiaz, Dagostini, Giacomini and Giustina (2008) affirm that hospitality involves all members of a tourist company since attention is more significant than the quality of services and tourist's comfort. This concern seeks the visitor's total satisfaction.

Thus, Silveira-Martins and Zonatto (2015, p. 11) point out that one of the aspects of tourism capability is the "generation of personalized service to tourists". Observing each consumer's profile is important due to the range of different tourists, in personality and objectives, assisting in the decision-making and offering a service differentiated of those offered by competitors.

The information on the tourist attractions of the region together with observing costumer's profile contributes to a personal and personalized indication to the guest. These actions assist in guest's appreciation and achieving its satisfaction with the treatment received.

The mix of services offered in a tourist destination is the essential principle for satisfaction and, consequently, guest's recommendation. Based on this perspective, Silveira-Martins and Zonatto (2015) point out that "attention to new tourist events in the city and region" is crucial for gathering tourists, offering accurate information to meet their expectations.

Generally, tourism capability is based on the strategies of the market of a tourist region to serve its client well, make them feel satisfied and achieve a good competitive advantage. The tourist activity is supported by the ability of an organization to recognize and offer tourists/users attractions and natural potentialities, activities and cultural information of the local/region and provide alternatives to displacements to other places, whose attractiveness may be fully manifested both from natural and cultural resources (Ferreira, 2011).

Several tourist destinations are sought for their historicity or for its sights. Thus, we expose the next aspect of tourism capability: the "knowledge of local and regional history". The tourist company that can offer a knowledge of the region's stories not only adds value to its company, but also to the sight/region itself. Thus, we can return to the analysis that the mix of services offered by a tourist destination crucial is a factor for tourist satisfaction.

Associated directly with the positioning guidelines and strategic paths, we find the last variable, "strategic geographic location", which together with all other variables can become a decisive aspect to the choice of hotel/tourist development. Chart 1 shows the five variables of tourism capability, and their practical explanations:

Chart 1 – Variables of tourist capability

Variable	Explanation
Generation of personalized service for tourists	This variable is linked to the helpful service, offering an individualized and differentiated service according to the tourist needs. We can cite as the attendance to the needs of older adults, disabled people and speakers of another language as examples.
Information on the tourist attractions in the city and region	Observation of the different profiles of tourists is linked to this variable. The managers should know the tourist itineraries to indicate the best places to visit according to the tourist's profile: gastronomic and historical attractions, leisure places, culture, entertainment, shops, natural beauties, among others.
Attention to new tourist events in the city and region	This variable considers the knowledge and attention to events occurring in the region. Informing guests of leisure options such as concerts, parties, sport events, exhibitions, and other options different from the usual add value to the organization and competitive advantage.
Knowledge on the local and regional history	Local and regional history is very important for a tourist destination and can increase the tourist's expectation of visiting the place and make the visit more intense. The tourist information should include events and recognize the cultural legacy of the local/region. This variable includes information on colonization, personalities, culture, art and traditions.
Strategic geographic location	This variable includes aspects of geographic positioning and the tourist infrastructure. We must consider information on tourist safety, public transportation/local and regional displacements, proximity to medical facilities, bars/restaurants and airport.

Source – Silveira-Martins and Zonatto (2015)

Organizational performance results from managers' strategies. Researchers such as Silveira-Martins and Tavares (2014) and Castro Junior, Gonçalo, Rossetto and Deluca (2016) state that a good organizational performance can be achieved with the application of strategies aiming at the capabilities of development, which facilitate overcoming possible contingencies and obstacles.

Managers that want to achieve a competitive advantage in the tourism market must implement effective strategies to keep the company running in locations and environments that demand more from the organizations. Silveira-Martins and Tavares (2014) emphasize the importance of reliable and critical performance indicators, which are extremely relevant to the good results of hotels. Carvalho (2011) verified the performance indicators, also validated in the study of Castro Junior et al (2016), emphasizing the measure variables: (1) occupancy rate; (2) average daily; (3) sales per room; (4) total sales; (5) cost increase; and (6) expenses. Figure 2 shpws the conceptual model based on the scientific constructs.

Figure 2 – Conceptual Model

Source – Research data

Thus, we propose the hypothesis for exploratory and confirmatory tests: The tourism dynamic capability has a positive relationship with the performance in the lodging sector.

METHODOLOGY

This is a quantitative exploratory study, allowing greater knowledge of the study problem. According to Fonseca (2002), quantitative study results can be quantified. We consider that the results constitute a real picture of the entire target population, based on samples with population's representative characteristics.

A descriptive study was approached to complement the exploratory survey, describing the phenomena and situations, comparing and evaluating what has been developed in similar situations and problems.

The construction of the theoretical framework is exploratory, made through the bibliographical method based on books, journals, newspapers, theses, dissertations and annals of scientific events, and material available on internet. According to Pinotti and Moratti (2018), variables that are in the composition of the conceptual model of a study should be selected based on

specialized literature. The tools (scales) to be tested aim at verifying the model functionality and its possibilities to facilitate respondents' participation.

Our object, the lodging facilities in the municipality of Urubici and Region, has a total area of 1,019.236 km^2 (IBGE, 2010) and is located in the region of Serra Catarinense, with a distance of 167 km from the capital Florianópolis. The municipality borders Bom Retiro to the north, Bom Jardim da Serra, Orleans and São Joaquim to the south, Anitápolis, Santa Rosa de Lima, Rio Fortuna and Grão Pará to the east, and Rio Rufino and Urupema to the west.

Our study was based on a questionnaire, with a structured form as basis for the application of questions. Thus, the use of a questionnaire with the application of a form as a guiding instrument for data collection is justified by the meeting the intended objectives.

Data collected using a self-report questionnaire were organized, coded and processed with the help of an EXCEL® Spreadsheet, SPSS® Software 24 (Statistical Package for the Social Science) and AMOS™ software 24 (Analysis of Moment Structures).

We verified the unidimensionality using the SPSS® Software, version 24.0, using the extraction method, through the principal component analysis.

For tourism dynamic capabilities, we used the validated scale of Silveira-Martins and Zonatto (2015). Chart 2 shows the tourism dynamic capability indicators.

Chart 2 – Tourism dynamic capability indicators

	Variable	Indicator	Theoretical Evidences
TOURIST CAPABILITY	**DTC1**	Generation of personalized service for tourists	Kirsten and Rogerson (2002), Andrade, Gomes and Xavier (2010) and Mota e Maciel Filho (2011)
	DTC2	Knowledge of the tourist attractions in the city and region	Crouch and Ritchie (1999), Lundie, Dwyer, and Forsyth (2007), and Booyen (2012)
	DTC3	Attention to new tourist events in the city and region	Crouch and Ritchie (1999), Lundie, Dwyer, and Forsyth (2007), and Booyen (2012)
	DTC4	Knowledge of the local and regional history	Oliveira, Campomar e Luis (2008), Ferreira (2011) e Perinotto e Santos (2011)
	DTC5	Strategic geographic location	Bezerra (2006), Godinho e Oliveira (2010), Goh (2012), Ivars I Baidal, Sánchez e Rebollo (2013) e Pimentel e Carvalho (2014)

Source – Silveira-Martins and Zonatto (2015)

The scale developed by Carvalho (2011) was used for the performance in the lodging sector, also validated in studies by Castro Junior et al. (2016). Chart 3 shows the performance indicators.

Chart 3 – Performance indicators

Construct	Variable	ITEM
Performance	HPE1	Total Sales
	HPE2	Occupancy rate
	HPE3	Profit margin on total sales
	HPE4	Sales by housing unit
	HPE5	Average daily room price

Source – Carvalho (2011)

Data were collected in person, with a closed questionnaire applied in 52 inns in the city of Urubici and answered directly by the managers and owners. This is a non-probabilistic research, for convenience, limited to inns with up to 20 housing units (HUs). Regarding the questionnaire, closed questions were elaborated in two parts: control variables and tourism capability/organizational performance, as shown in Chart 4. According to Gil (2008), a questionnaire can be specified as a set of questions that help in social investigation aiming at obtaining information about behaviors, results, knowledge, among others. For the author, the construction of a questionnaire should be a transposition of the study purposes into objective and specific questions.

Chart 4 – Research Questionnaire

Part 1: CONTROL VARIABLES						
1 – Your hotel is:						
( ) Chained-brand hotel ( ) Independent hotel.						
2 – How many housing units does the hotel have?						
The hotel has _____ housing units.						
3 – Which function is the most similar to your function in the hotel?						
( ) Owner ( ) General Manager ( ) Commercial Manager ( ) Operational manager ( ) Coordinator/Supervisor ( ) other _____						
4 – How long has the respondent been working in the hotel?						
I have been working for _____ years in this hotel.						
5 – In which city is the hotel located?						
( ) Urubici ( ) Bom Jardim da Serra ( ) Bom Retiro ( ) Other: _____						
Part 2: TOURIST CAPABILITY AND HOTEL PERFORMANCE						
6 – For the items below, tick the range in which each performance indicator was located in the last three-year period (201X, 201X and 201X).						
1	**2**	**3**	**4**	**5**	**6**	**7**
LOWER capability than the competitors						HIGHER capability than the competitors

(continues...)

Chart 4 – Continuation

TOURIST CAPABILITY	(-) Performance (+)						
	1	2	3	4	5	6	7
CDT 1 – Personalized attention to tourists (languages, special needs)	1	2	3	4	5	6	7
CDT 2 – Information on tourist attractions (gastronomic, cultural, entertainment, etc.)	1	2	3	4	5	6	7
CDT 3 – Attention to new tourist events in the city and region	1	2	3	4	5	6	7
CDT 4 – Knowledge of the local and regional history	1	2	3	4	5	6	7
CDT 5 – Strategic geographic location (airport, bus station, etc.)	1	2	3	4	5	6	7

7 – For the items below, tick the range in which each performance indicator was located in the last three-year period (201X, 201X and 201X).

Declined Between 25.1% and 50.0%	**Declined** between 0.1% up to 25.0%	**Stabilized**	**Improved** between 0.1% and 25.0%	**Improved** between 25.1% and 50.0%	**Improved** between 50.1% and 75.0%	**Improved** between 75.1% and 100%

HOTEL PERFORMANCE	(-) Performance (+)						
	1	2	3	4	5	6	7
HPE 1 – Total Sales							
HPE 2 – Average occupancy rate							
HPE 3 – Profit margin on total sales							
HPE 4 – Average daily price							
HPE 5 – Sales by housing unit							
HPE 6 – Average cost per paid accommodation							

Source – authors

Regarding the data analysis, the data will be evaluated by the exploratory factor analysis (EFA), confirmatory factor analysis and structural equation modeling. According to Hair, Anderson, Tatham and Black (2009) and Figueiredo Filho and Silva Júnior (2010), measuring phenomena that are not possible to be directly verified is a common activity in the social sciences, and the factor analysis is the most appropriate statistical method. The exploratory factor analysis is usually developed in the beginning of a scientific investigation, in the literal sense of exploring the collected data. We seek to explore and understand the relationship between a set of variables, identifying patterns of correlation. Exploratory factor analysis should be used to create independent or dependent variables, to be used later in regression models.

Therefore, confirmatory factor analysis (CFA) is used to test hypotheses developed by researchers, based on a theory, and tests to what extent certain variables are representative of a construct concept/dimension. The structural equation modeling performs simultaneous analyses with multiple variables; usually represent measurements associated with different objects such as individuals and/or companies, and/or events, and/or activities, and/or situations. Structural equation modeling is a family of statistical models that explain the relationships between these multiple variables, being

appropriate for our study (Hair et al., 2009; Figueiredo Filho & Silva Junior, 2010). Table 1 shows the measures and minimum values expected for the EFA; and the expected minimum measures and values for CFA and modeling are shown in Table 2.

Table 1 – minimum expected measures and values for the EFA

Measures	Minimum Values Expected
Commonalities	0.50
Factor loading (for up to 200)	0.70
Measure of sampling adequacy (MSA)	0.50
KMO	0.50
Bartlett's sphericity test	$p \leq 0.05$
Cronbach's Alpha	0.70
Inter-item correlation	0.30
Item-total correlation	0.50

Source – Adapted from Hair et al. (2009)

Table 2 – Expected results for model adjustments

Classification	Measure	Minimum Values Expected
Absolute adjustment measures	X^2	$p > \alpha$
	X^2/ GL	< 3.000
	RMSEA	Lower than 0.100
Incremental adjustment measures	NFI	Higher than 0.900
	CFI	Higher than 0.900
	TLI	Higher than 0.900

Source – Adapted from Hair et al. (2009)

DATA ANALYSIS

Exploratory factor analysis – construct tourism dynamic capability

For the commonality analysis, the variables approved were DTC2, DTC3 and DTC4, with all the variables above the minimum expected, 0.50, with the lowest value for variable DTC4, with a value equal to 0.570, which is acceptable in this analysis. Table 3 shows the commonality values of each variable.

For the sample adequacy measurement test (MSA), the approved variables were DTC2, DTC3 and DTC4, with all the variables above the minimum expected, 0.50. The variable with the lowest value is DTC3, with 0.644 for anti-image correlation, which is an acceptable value in this test. Table 4 shows the MSA values for each variable.

Table 3 – Communality tourism dynamic capability

DTC2	DTC3	DTC4
0.635	0.656	0.570

Source – Research data

Table 4 – Msa Values

		DTC2	DTC3	DTC4
Anti-image covariance	**DTC2**	**0.724**	-0,272	-0.181
	DTC3	-0,272	**0.707**	-0.209
	DTC4	-0.181	-0.209	**0.779**
Anti-image covariance	**DTC2**	**0.656[a]**	-0.380	-0.241
	DTC3	-0.380	**0.644[a]**	-0.282
	DTC4	-0.241	-0.282	**0.704[a]**

Source – Research data

For the reliability test of our sample, the Cronbach's alpha test was performed, in which the minimum expected result is 0.7. Since the standardized Cronbach's alpha is 0.694, the rounding was approved in this test. Table 5 shows the Cronbach's alpha and the standardized Cronbach's alpha values.

Table 5 – Cronbach's alpha test values – construct tourism dynamic capability

Cronbach's Alpha	Standardized Cronbach's alpha	Nº of items
0.671	**0.694**	3

Source – Research data

For the Kaiser-Meyer-Olkin (KMO) test the value found was 0.665, which is above the minimum desirable of 0.50; and with significance lower than 0.05, being approved by these tests. Table 6 shows the values for KMO and Bartlett's sphericity tests.

Table 6 – Values for KMO and Bartlett's sphericity tests – construct tourism dynamic capability

Measure of sampling adequacy Kaiser-Meyer-Olkin	0.665
Barlett's sphericity Test – rounding. Chi-Square	29.365
Barlett's sphericity test – degrees of freedom	3
Barlett's sphericity test – significance	0.000

Source – Research data (2017)

For the inter-item correlation analysis, the minimum acceptable value for inter-item relationship should be equal to or greater than 0.300. The data behaved favorably, with the lowest relation between the variables DTC2 and DTC4, with a value equal to 0.392, being approved by this analysis. Table 7 shows the values for inter-item correlations.

Table 7 – Values for inter-item correlations – construct tourism dynamic capability

	DTC2	DTC3	DTC4
DTC2	1.000	0.481	0.392
DTC3	0.481	1.000	0.416
DTC4	0.392	0.416	1.000

Source – Research data (2017)

For the analysis for the item-total correlation, the variables DTC2 and DTC3 are above 0.500, the minimum desirable. The variable DTC4, with a value equal to 0.469, was approved by rounding and consistency in the other tests and reliability with the other variables. Table 8 shows the values for the intem-total correlations.

Table 8 – Values for the intem-total correlations – construct tourism dynamic capability

	Scale mean if the item were to be deleted	Scale variance if the item were to be deleted	Corrected item-total correlation	Squared multiple correlation	Cronbach's alpha if the item were to be deleted
DTC2	11.48	3.406	0.521	0.276	0.587
DTC3	12.15	2.197	0.525	0.293	0.530
DTC4	12.47	2.525	0.469	0.221	0.602

Source – Research data (2017)

In the analysis of the total variance explained, 62.039 was the value found for the first component. Thus, exceeding the recommended minimum of 50%, demonstrating measure consistency. Table 9 shows the values for total variance explained.

Table 9 – Values for total variance explained – construct dynamic tourism capability

	Initial eigenvalues			Extraction sums of squared loadings		
Components	**Total**	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
1	1.861	62.039	62.039	1.861	62.039	62.039
2	0.622	20.735	82.774			
3	0.517	17.226	100.00			
Extraction Method: principal component analysis						

Source – Research data (2017)

After completing the tests necessary for exploratory factor analysis of the construct "tourism dynamic capability", the unidimensionality test of factor loading was performed (n up to 200). The variables DTC2, DTC3 and DTC4 are found in a single component, demonstrating its unidimensionality and with the lowest factor loading equal to 0.755, being above the acceptable reference, of 0.700. Table 10 shows the values for principal component analysis.

Table 10 – Values for principal component analysis – construct dynamic tourism capability

DTC2	DTC3	DTC4
0.797	0.810	0.755

Source – Research data (2017)

Exploratory factor analysis – construct performance

For the commonality analysis, the variables approved were HPE2, HPE3 and HPE4, with all the variables above the minimum expected, 0.50, with the lowest value for variable HPE4, with a value equal to 0.691, which is acceptable in this analysis. Table 11 shows the values for the commonalities of each variable of the construct "performance".

Table 11 – Commonalities – Performance

HPE1	HPE2	HPE3	HPE4	HPE5
0.857	0.779	0.775	0.657	0.691

Source – Research data (2017)

For the MSA test, the approved variables were HPE1, HPE2, HPE3, HPE4 and HPE5, with all the variables above the expected minimum, 0.50. The variable with the lowest value is HPE1, with 0.727 anti-image covariance, and 0.644 anti-correlation, acceptable in this test. Table 12 shows the MSA values for each variable.

Table 12 – Msa Values – Performance

		HPE1	HPE2	HPE3	HPE4	HPE5
Anti-image covariance	**HPE1**	**0.117**	-0.107	-0.080	0.017	-0.046
	HPE2	-0.107	**0.164**	0.009	0.010	-0.021
	HPE3	-0.080	0.009	**0.247**	-0.155	-0.054
	HPE4	0.017	0.010	-0.155	**0.357**	-0.194
	HPE5	-0.046	-0.021	0.054	-0.194	**0.380**
Anti-image covariance	**HPE1**	**0.727[a]**	-0.775	-0.447	-0.083	-0.220
	HPE2	-0.775	**0.769[a]**	-0.045	0.040	-0.084
	HPE3	-0.447	-0.045	**0.808[a]**	-0.494	0.167
	HPE4	-0.083	-0.040	-0.494	**0.757[a]**	-0.525
	HPE5	-0.220	-0.084	-0.167	-0.525	**0.828[a]**

Source – Research data (2017)

For the sample reliability test, the Cronbach's alpha test was performed, in which the minimum expected result was 0.700. Since the standardized Cronbach's alpha is 0.929, it was approved in this test. Table 13 shows the Cronbach's alpha and the standardized Cronbach's alpha values.

Table 13 – Cronbach's alpha test values – construct performance

Cronbach's Alpha	Standardized Cronbach's alpha	Nº of items
0.927	**0.929**	5

Source – Research data (2017)

For the Kaiser-Meyer-Olkin (KMO) test the value found was 0.774, which is above the minimum desirable of 0.50; and with significance lower than 0.05, being approved by these tests. Table 14 shows the values for KMO and Bartlett's sphericity tests.

Table 14 – Values for KMO test and Bartlett sphericity – construct performance

Measure of sampling adequacy Kaiser-Meyer-Olkin	**0.774**
Barlett's sphericity test – round. Chi-Square	252.446
Barlett's sphericity test – degrees of freedom	10
Barlett's sphericity test – significance	0.000

Source – Research data (2017)

As for the inter-item correlation analysis, the minimum acceptable value for inter-item relationship should be equal to or greater than 0.300. The data behaved favorably, with the lowest relation between the variables DTC2 and DTC4, with 0.605, being approved by this analysis. Table 15 shows the values for inter-item correlations.

Table 15 – Values for inter-item correlations – construct performance

	HPE1	HPE2	HPE3	HPE4	HPE5
HPE1	**1.000**	0.911	0.815	0.616	0.714
HPE2	0.911	**1.000**	0.762	0.605	0.687
HPE3	0.815	0.762	**1.000**	0.737	0.659
HPE4	0.616	0.605	0.737	**1.000**	0.735
HPE5	0.741	0.687	0.659	0.735	**1.000**

Source – Research data (2017)

For the analysis for the item-total correlation, the variables DTC2 and DTC3 are above 0.500, the minimum desirable. The variable HPE4, with a value equal to 0.743, was approved for being above the minimum acceptable. Table 16 shows the values for the item-total correlations.

In the analysis of the total variance explained, 75.185% was the value found for the first component. Thus, exceeding the recommended minimum of 50%, demonstrating measure consistency. Table 17 shows the values for total variance explained.

After completing the tests necessary for exploratory factor analysis of the construct "tourism dynamic capability", the unidimensionality test of factor loading was performed ($n \leq 200$). The variables HPE1, HPE2, HPE3, HPE4 and HPE5 are found in a single component, demonstrating its unidimensionality

and with the lowest factorial load, of 0.810, for the variable HPE4, being above the acceptable reference of 0.700. Table 18 shows the values for testing the principal components.

Table 16 – Values for the item-total correlations – construct performance

	Scale mean if the item were to be deleted	Scale variance if the item were to be deleted	Corrected item-total correlation	Squared multiple correlation	Cronbach's alpha if the item were to be deleted
HPE1	17.60	19.055	0.861	0.873	0.900
HPE2	17.73	20.433	0.835	0.833	0.906
HPE3	17.86	19.602	0.843	0.757	0.904
HPE4	18.46	19.382	0.743	0.668	0.926
HPE5	17.90	20.816	0.782	0.0.656	0.916

Source – Research data (2017)

Table 17 – Values for total variance explained – construct performance

Initial eigenvalues				Extraction sums of squared loadings		
Components	**Total**	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
1	3.759	75.185	75.185	3.759	75.185	75.185
2	0.597	11.945	82.774			
3	0.393	7.863	94.993			
4	0.177	3.538	98.531			
5	0.073	1.469	100.00			
Extraction method: principal component analysis						

Source – Research data (2017)

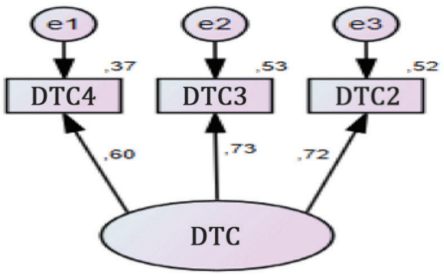
Table 18 – values for the principal component analysis

HPE1	HPE2	HPE3	HPE4	HPE5
0.926	0.883	0.881	0.810	0.831

Source – Research data (2017)

Confirmatory factor analysis – construct tourism dynamic capability

Figure 3 – Model of the construct "performance"



Source – Research data (2017)

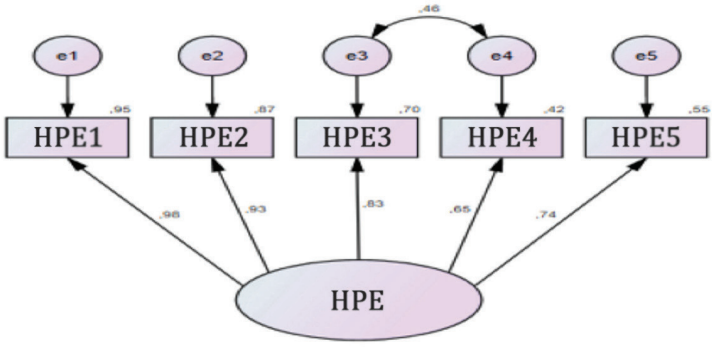
Table 19 – Standardized regression coefficients and significance test

	DTC2	DTC3	DTC4
Coefficient	0.721	0.726	0.605
p	0.000	0.000	0.000

Source – Research data (2017)

Confirmatory factor analysis – construct performance

Figure 4 – Model of the construct "performance"



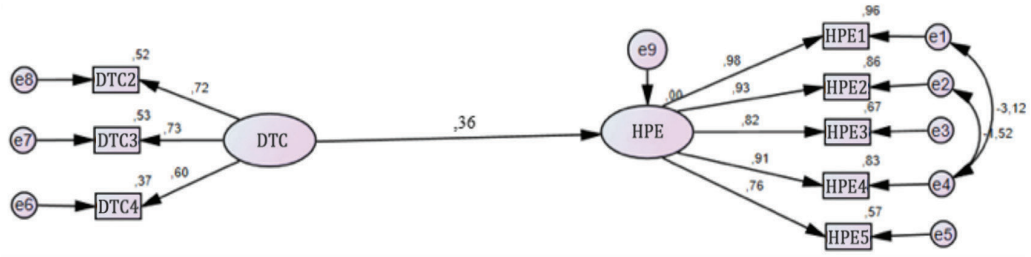
Source – Research data (2017)

Table 20 – Standardized regression coefficients and significance test

	HPE1	HPE2	HPE3	HPE4	HPE5
Coefficient	**0.976**	0.931	0.834	0.652	0.740
p	0.000	0.000	0.000	0.000	0.000

Source – Research data (2017)

Figure 5 – Model of the construct "performance"



Source – Research data (2017)

Table 21 – Adjustment indexes of the first simulation of the general model

Index	Final model values	Expected values
X^2	18.356 (GL = 16)	
X^2 / GL	1.147	< 3.000

(continues...)

Table 21 – Continuation

Index	Final model values	Expected values
P	0.303	> 0.050
RMSEA	0.046	< 0.100
CFI	**0.933**	> 0.900
TLI	**0.988**	**> 0.900**
NFI	**0.952**	**> 0.900**

Source – Research data (2017)

Table 22 – Hypothesis Test

Structural Path	Hypothesis	P	Standardized coefficient	Relation	Support
Performance < tourism dynamic capability	H1	0.004	0.362	Positive	Supported

Source – Research data (2017)

The variables applied and used in our study are decisive in the guest's satisfaction with the hotel. The first variable, "information on tourist attractions", can be considered the most important, since it is directly related to what the tourist destination has to offer. The company able to provide this information gains a positive notoriety when compared with competitors. Since most tourist destinations such as the city of Urubici have tourists interested in sightseeing as: the canyons, waterfalls and icy landscapes.

The second variable, "attention to the new events", is a competitive advantage for companies. Destinations with events, congresses, shows, among others, offer more leisure options for visitors. In the Planalto Catarinense, rodeo and regional dances allow tourists to experience the local culture and learn about regional traditions and characteristics.

The last variable used was the "knowledge of the local and regional history", which involves events on culture, colonization, art and traditions. For guests who are interested in stories, knowledge of the locality, the knowledge offered by the organization adds value to the company, and can also increase tourists' desire of visiting the sights, thus increasing the valorization of the destination and promoting the managers' view of the tourism dynamic capability that the company has to offer with organizational performance.

FINAL CONSIDERATIONS

The studies on the dynamic capacities of organizations aim at assisting managers in decision-making, focusing on higher organizational performance; in our study, to the companies, specifically in lodging.

Our study has been proven successful at analyzing and comparing the relationship between the tourism dynamic capability and the organizational performance in the lodging sector, verifying this relationship using variables

specifically for tourism. However, we emphasize that the hypothesis tested was statistically accepted and validated.

For such purpose, a quantitative exploratory survey was conducted in 52 inns in the city of Urubici, in the Planalto Serrano Catarinense, from November to December 2017. The data collected using survey technique were answered by managers of lodging companies of the region. This theoretical model allowed to be executed with the sample collected.

The results showed it is important that managers of hostel facilities in rural tourism invest in: (1) Attention to new tourist events in the city and region, since tourists also search for entertainment, culture and leisure; (2) knowledge of local and regional history, since tourists also search for different experiences and learning; and (3) information on the city's tourist attractions (gastronomic, cultural, entertainment, etc.), since it showed a significant relationship with higher performance in the lodging sector.

Since these lodging facilities do not address mass and/or urban tourism, the control variables: (1) strategic geographic location (airport, bus station, etc.); and/or (2) to generate personalized attention to tourists (languages, special needs), were not predictors of the best performance of hotel facilities, focused on rural tourism, in which the tourist search for a different kind of experience. The sample size may also have influenced our results.

As limitations of our study we can cite the restrict sample due to our objective of obtaining homogeneity and the focus on the managers of lodging facilities. Access to managers and the costs of data collection were other limitations, since it was a convenience survey.

Our results can be used by managers of hotel facilities for tourism planning; to guide and serve as criteria in the definition of innovative strategies, with potential for innovation in lodging, or in the sustainable development of regional tourism by showing opportunities for the development of personal and organizational competences, as well as encouraging entrepreneurship, subsiding the development of innovative products and services with effective contributions for improving competitiveness of tourist destinations and lodging facilities.

We suggest the enlargement of the sample and replication of our study in other tourist cities. We also suggest the investigation of service differentiation as a measure of the relationship between tourism dynamic capability and hotel performance. Studies with mediations can contribute to a better understanding of the phenomenon. Lastly, we suggest an investigation with the guest/user of the hosting services, which can serve as an exogenous variable for a future conceptual model.

Regarding the continuity of the tested model, we think it is noteworthy that in the seminal study of Silveira-Martins and Zonatto (2015) the object was the lodging options directed to the executive/urban public. Our study confirmed some performance variables; unconfirmed variables may have been affected by the sample size and/or profile.

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Received on: 05/01/2018
Approved on: 08/11/2018

CONTRIBUTIONS

Deosir Flávio Lobo de Castro Junior: Definition of the problem objectives, development of the theoretical proposition, bibliographical revision and theoretical foundation, choice of methodological procedures, data collection, data analysis, elaboration of tables, graphs and figures, estimates and projections, and writing of the manuscript.

Camila Arlinda Laurentino Ferreira: Definition of problem and objectives, development of theoretical proposition, conduction of bibliographic review and theoretical foundation, data collection, data analysis, writing of manuscript.

Márcio Nakayama Miura: Development of theoretical proposition involvement, data analysis, critical revision of the manuscript, writing of the manuscript, adequacy of the manuscript to the norms of the RTA.

Tiago Savi Mondo: Bibliographic review and theoretical foundation, critical review of manuscript, writing of manuscript.