

ANTECEDENTS OF CO-DESTRUCTION OF VALUE IN THE PORTUGUESE HOTEL INDUSTRY

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ABSTRACT

The Literature Review that is presented here aims to bring theoretical considerations about the destruction of value. The co-destruction of value in the hotel industry in Portugal can occur for different reasons and in different contexts. As is the case with economic crises, political instability and changes in consumer preferences.

To mitigate the destruction of value in the hotel industry, hotel owners and managers need to be aware of market trends, invest in maintenance, offer quality services, adopt effective marketing strategies and be prepared to adapt to changes in consumer preferences. and in the business environment.

The term value destruction is considered recent in the literature and is a process of interaction between service systems that results in a decline in at least one of the welfare systems (which, given the nature of a service system, can be individual or organizational). The theme of value co-creation is consolidated from the discussions of Zikmund et al (2013), Meyer & Schwager (2015), Rajnish et al. (2017) and Mxunyelwa e Henama (2019) among other authors. These consider essential and extremely important the change in the role of customers, who are increasingly informed when making their purchasing decisions.

The new dominant logic of services (LSD) changes the focus of attention when creating value for the customer, now not only in production, but mainly in relationships with customers.

KEYWORDS: Co destruction, relations, hospitality, services.

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INTRODUCTION

The term value destruction is considered recent in the literature. Co-destruction of value, in the context of the hotel industry, refers to the phenomenon where the value that a customer perceives from a service or product is diminished or even destroyed due to various factors, often involving interactions between the customer and the service provider. It can lead to negative experiences, dissatisfaction, and ultimately, a decline in customer loyalty and business reputation (Payne , 2016; Cunha, 2019).

In the portuguese hotel industry, as in any hospitality sector, co-destruction of value can occur through a variety of channels:

Service Quality: If the quality of services provided by the hotel, such as cleanliness, staff behavior, or responsiveness, falls below the customer's expectations, it can result in a negative experience and diminished value.

Communication: Poor communication, misinformation, or lack of transparency can lead to misunderstandings, frustration, and dissatisfaction among guests.

Employee Behavior: Unfriendly or unhelpful staff, rude behavior, or inadequate training can contribute to customers feeling undervalued and dissatisfied.

Facility Conditions: If the hotel's facilities are not well-maintained, outdated, or not as advertised, customers may feel that they are not getting the value they expected.

Booking and Reservation Issues: Problems related to overbooking, incorrect reservations, or room allocation can lead to customer dissatisfaction and a sense of value destruction.

Hidden Costs: If customers encounter unexpected or hidden costs during their stay, it can lead to negative perceptions of value, as they may feel they are paying more than initially anticipated.

Noise and Disturbances: Factors such as noise from nearby construction, other guests, or inadequate soundproofing can negatively impact a guest's experience and perception of value.

Unmet Expectations: If a hotel's marketing and promotional materials create unrealistic expectations, customers may feel let down when these expectations are not met.

Inflexible Policies: Strict and inflexible policies related to check-in/check-out times, cancellations, or other matters can contribute to a negative experience and diminished value.

Lack of Personalization: Guests often appreciate personalized experiences. If a hotel fails to recognize individual preferences or needs, it can result in a sense of value destruction.

To mitigate co-destruction of value, hotels in the Portuguese industry (or any other) should focus on:

Service Excellence: Prioritize consistent and high-quality service delivery across all touchpoints.

Effective Communication: Maintain clear and transparent communication with guests, addressing their concerns promptly.

Training and Empowerment: Properly train staff to handle guest interactions and empower them to resolve issues effectively.

Facility Maintenance: Ensure that facilities are well-maintained, modern, and aligned with the guests' expectations.

Customer-Centric Approach: Tailor services to individual preferences and needs, providing a personalized experience.

Transparency in Pricing: Clearly communicate all costs associated with the stay to avoid surprises.

Flexibility: Whenever possible, offer flexibility in policies to accommodate guest needs.

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Addressing these factors can help portuguese hotels and the wider hospitality industry reduce co-destruction of value, enhance guest satisfaction, and build stronger customer relationships (Payne, 2016; Cunha, 2019).

PORTUGUESE HOTEL INDUSTRY

The Portuguese hotel industry has been a vital component of the country's economy and tourism sector. Portugal is known for its rich history, stunning landscapes, and vibrant culture, making it a popular destination for both leisure and business travelers. Here are some key points about the industry (Franke, et al. 2016):

Tourism Growth: Portugal has experienced significant growth in tourism over the years, with increasing numbers of international tourists visiting the country. Major cities like Lisbon and Porto, as well as coastal regions like the Algarve, have been popular tourist destinations.

Diverse Accommodation: The industry offers a wide range of accommodations, from luxury hotels and boutique lodgings to budget-friendly hostels and guesthouses. This diversity caters to different types of travelers with varying preferences and budgets.

Cultural and Natural Attractions: Portugal's historic sites, picturesque landscapes, wine regions, and beaches attract tourists interested in exploring its cultural and natural offerings.

Investment and Modernization: The industry has witnessed investments in new hotel developments and renovations of existing properties. This has contributed to improved infrastructure, services, and overall guest experiences.

Online Booking Platforms: The use of online travel agencies (OTAs) and booking platforms has become prevalent, making it easier for tourists to find and reserve accommodations.

Challenges: The industry faced challenges related to seasonality, with peak tourist seasons leading to overcrowding in some popular destinations. This has prompted discussions about sustainable tourism practices.

Regulations and Sustainability: Portuguese authorities have taken steps to address overtourism and promote sustainable tourism, focusing on maintaining the cultural and environmental integrity of the country's attractions.

COVID-19 Impact: Like many other countries, the Portuguese hotel industry was heavily impacted by the COVID-19 pandemic. Travel restrictions, lockdowns, and reduced travel demand resulted in decreased bookings and revenue. The industry has been working on recovery strategies as travel gradually resumes.

Local Experiences: Many hotels have been focusing on providing authentic and immersive local experiences to enhance guests' stays, including cultural activities, culinary experiences, and connections with local communities.

Please keep in mind that circumstances and developments in the hotel industry can change rapidly, especially in light of global events like the COVID-19 pandemic. (;Watjatrakul, 2018)

THE IMPORTANCE OF THE HOTEL INDUSTRY FOR ECONOMY

The hotel industry holds significant importance in both local economies and the global tourism sector (Marianna et al, 2015 Richards & Jones, 2016, Watjatrakul, 2018). Here are some key reasons why the hotel industry is considered important:

Economic Contribution: The hotel industry is a major driver of economic growth and employment in many regions. It creates jobs across various sectors, including hospitality, tourism, catering, housekeeping, maintenance, and management.

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Tourism Promotion: Hotels play a crucial role in attracting tourists to destinations. They provide accommodations for travelers, making it possible for people to explore new places, experience different cultures, and contribute to the local economy.

Revenue Generation: Hotels generate substantial revenue for local economies through room rates, dining services, event hosting, and other facilities. This revenue circulates through the economy, benefiting businesses in various sectors.

Infrastructure Development: The need for hotels often drives infrastructure development, including transportation, roads, utilities, and communication systems. These improvements benefit both tourists and residents.

Cultural and Social Exchange: Hotels provide a space for cultural exchange and interaction between travelers from diverse backgrounds. This fosters understanding, tolerance, and appreciation for different cultures.

Business and Conferences: Hotels serve as venues for business meetings, conferences, and events. This promotes business networking, knowledge exchange, and collaboration among professionals.

Revitalization of Areas: Hotel developments can revitalize neighborhoods or areas that were previously underutilized. They bring increased foot traffic, stimulate local businesses, and contribute to urban renewal.

Employment Opportunities: The hotel industry offers a wide range of employment opportunities, from entry-level positions to specialized roles, providing job options for people with varying skill sets and education levels.

Tourism Industry Support: Hotels support other sectors within the tourism industry, including transportation, attractions, restaurants, and entertainment. These interdependencies contribute to a vibrant tourism ecosystem.

Promotion of Local Culture and Heritage: Many hotels strive to incorporate local culture, traditions, and architecture into their design and services. This promotes the preservation of heritage and showcases local craftsmanship.

Sustainability and Innovation: As environmental concerns grow, hotels are increasingly adopting sustainable practices and technologies, driving innovation in energy efficiency, waste reduction, and eco-friendly operations.

Revenue for Local Government: Taxes generated by hotels contribute to local and regional government revenues, which can be reinvested into public services, infrastructure, and community development.

Overall, the hotel industry plays a multifaceted role in supporting economic growth, fostering cultural exchange, and providing essential services for travelers. It has a significant impact on local economies, job creation, and the broader tourism sector, making it a vital component of many regions' development strategies (Marianna et al, 2015; Richards & Jones, 2016; Watjatrakul, 2018).

CO-DESTRUCTION OF VALUE

Co-destruction of value, also known as "value co-destruction," refers to a phenomenon in which the value that a customer or stakeholder expects to gain from a product, service, or interaction is diminished or even destroyed due to various factors or interactions. It occurs when the experience, interaction, or outcome falls short of the individual's expectations, leading to dissatisfaction, negative perceptions, and potentially harming the overall relationship between the customer and the Provider (Lin e Wu, 2011).

Co-destruction of value can happen in a variety of contexts, including business transactions, customer service interactions, product usage, and more. It often involves a gap between what was promised or expected and what was delivered or

experienced. This can lead to a loss of trust, reduced customer loyalty, and a negative impact on the reputation of the provider.

For example, in the context of a hotel stay, co-destruction of value might occur if a guest's expectations for cleanliness, customer service, and amenities are not met. This could lead to the guest feeling that the value they anticipated from their stay has been diminished due to issues like unclean rooms, unresponsive staff, or other negative experiences.

Addressing co-destruction of value is essential for businesses to maintain positive customer relationships, brand reputation, and overall success. It involves understanding customer expectations, consistently delivering on promises, providing excellent customer experiences, and promptly addressing any issues that arise to prevent value from being negatively impacted (Lin & Wu, 2011; Payne 2016, Watjatrakul, 2018).

DOMINANT SERVICE LOGIC

Dominant Service Logic (DSL) is a concept in marketing and service management that represents a shift in perspective from a goods-centered approach to a service-centered approach. It emphasizes the primacy of services in the economy and the way value is co-created through interactions between service providers and customers (Leigh & Tanner, 2014, Gagnon, Roh, 2016). This concept contrasts with the traditional goods-dominant logic (GDL), which focused on the exchange of tangible products (Rahimi & Kozak, 2017).

Key principles of the Dominant Service Logic include:

Value Co-Creation: DSL recognizes that value is not inherent in products or services themselves, but rather it is co-created through interactions between customers and service providers. Customers actively participate in shaping their experiences and the value they receive.

Intangibility: Services are inherently intangible compared to physical goods. DSL acknowledges the importance of intangibility and emphasizes creating and delivering intangible experiences that meet customer needs and preferences.

Customer-Centric Approach: DSL places the customer at the center of value creation. Businesses need to understand customer needs, preferences, and behaviors to tailor their offerings and interactions accordingly.

Relationship Building: DSL emphasizes building long-term relationships with customers. Value is created not just in individual transactions but in ongoing interactions and collaborations.

Dynamic and Contextual: Value is dynamic and contextual, meaning that it can change based on the specific situation, customer, and circumstances. DSL encourages flexibility in adapting services to match the unique needs of each customer.

Innovation and Co-Innovation: Since value is co-created, DSL encourages both service providers and customers to engage in innovation together. This can lead to the development of new services, features, and experiences.

Networks and Collaboration: DSL acknowledges that value creation often involves various stakeholders, including suppliers, partners, and even customers. It emphasizes the importance of collaboration and networks in delivering value.

Resource Integration: DSL focuses on the integration of resources from both the provider and the customer. This includes not only physical resources but also knowledge, skills, and capabilities.

The concept of Dominant Service Logic has gained prominence as the economy has shifted toward service-based industries and as businesses recognize the increasing role of customer experience and interaction in creating value. It encourages businesses to rethink their strategies, marketing approaches, and customer

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engagement methods to align with the principles of value co-creation and customer-centricity (Meyer e Schwager, 2015).

Thus, the researcher examined the impact of an organization's supportive climate, commitment to value creation and leadership support in value co-destruction, and also the moderating role of employee attribution style in the relationship in the study (Marianna et al, 2015 Richards & Jones, 2016, Watjatrakul, 2018).

SUPPORT FOR LEADERSHIP AND CO-DESTRUCTION OF VALUES

Support for leadership and co-destruction of values would involve understanding how effective leadership can help mitigate or address the negative consequences of value co-destruction in various contexts, such as business, organizations, and customer relationships (Schmitt, 2014; Richards & Jones, 2016; Watjatrakul, 2018)... Effective leadership plays a crucial role in identifying and addressing factors that contribute to co-destruction of value, thereby fostering positive outcomes and maintaining trust and satisfaction. Here's how leadership can support these efforts:

Communication and Transparency:

Leaders can promote open and transparent communication within their teams and with customers. Clear communication helps manage expectations, prevent misunderstandings, and address issues proactively.

Empowerment and Decision-Making:

Empowering employees with decision-making authority can facilitate quicker issue resolution and improved customer experiences. When employees have the autonomy to address problems, customers are more likely to receive timely and satisfactory solutions.

Training and Development:

Effective leadership involves providing ongoing training and development opportunities for employees. Well-trained staff are better equipped to handle challenging situations, reduce errors, and enhance customer satisfaction.

Customer-Centric Culture:

Leaders can establish a customer-centric culture within the organization. This encourages employees to prioritize customer needs and focus on delivering value.

Problem-Solving and Innovation:

Strong leadership encourages a culture of problem-solving and innovation. Leaders can motivate teams to identify root causes of value co-destruction and develop creative solutions.

Conflict Resolution:

Leaders should be skilled in resolving conflicts, both within the organization and with customers. Addressing conflicts promptly and effectively can prevent value co-destruction from escalating.

Continuous Improvement:

Leaders should emphasize a culture of continuous improvement. This involves consistently seeking feedback, evaluating processes, and making necessary changes to enhance value creation and prevent co-destruction.

Ethical Considerations:

Ethical leadership is essential in maintaining trust and avoiding value co-destruction caused by unethical practices. Leaders should set ethical standards and ensure they are upheld throughout the organization.

Empathy and Understanding:

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Leaders who demonstrate empathy and understanding toward customers and employees can contribute to more positive interactions. This can reduce the likelihood of value co-destruction due to negative emotions or misunderstandings.

Adaptability and Resilience:

Effective leaders are adaptable and resilient. They are capable of responding to changing circumstances and unforeseen challenges, helping to prevent or mitigate value co-destruction.

In summary, effective leadership plays a crucial role in addressing and preventing the co-destruction of value. By fostering a customer-centric, innovative, and proactive organizational culture, leaders can reduce negative experiences, enhance value creation, and build stronger relationships with stakeholders (Schmitt, 2014; Richards & Jones, 2016; Watjatrakul, 2018).

FAVORABLE ORGANIZATIONAL CLIMATE AND CO-DESTRUCTION OF VALUES

A favorable organizational climate refers to the overall atmosphere, attitudes, and working conditions within an organization that contribute to a positive and productive work environment. It encompasses various factors that shape employees' experiences, interactions, and perceptions of their workplace (Robert e Du, 2012; Tanner et al. 2015; Richards & Jones, 2016). A positive organizational climate is essential for promoting employee well-being, job satisfaction, and overall organizational success. Here are some key characteristics of a favorable organizational climate:

Open Communication: Effective communication channels that encourage the free flow of information and ideas between employees and management. This includes active listening, feedback mechanisms, and transparent sharing of information.

Respect and Inclusion: A culture that values diversity and treats all employees with respect and fairness, regardless of their background, identity, or position within the organization.

Collaboration and Teamwork: A focus on collaboration and teamwork, where employees are encouraged to work together, share knowledge, and collectively achieve goals.

Empowerment and Autonomy: Empowering employees to take ownership of their work, make decisions, and contribute their unique skills and expertise to the organization's success.

Employee Development: Providing opportunities for skill development, training, and career growth to enhance employees' capabilities and job satisfaction.

Recognition and Rewards: Acknowledging and rewarding employees' contributions and achievements to boost motivation and job engagement.

Flexibility and Work-Life Balance: Offering flexible work arrangements and promoting a healthy work-life balance to support employees' well-being and reduce burnout.

Positive Leadership: Leadership that serves as a positive role model, sets clear expectations, provides guidance, and fosters an environment of trust and support.

Emphasis on Well-Being: Prioritizing employee well-being through wellness programs, mental health support, and initiatives that promote a healthy work environment.

Adaptability: Being open to change and adapting to new challenges and opportunities to ensure the organization remains competitive and relevant.

Clarity of Goals and Expectations: Clearly defining organizational goals and individual roles and responsibilities to align employees' efforts with the company's objectives.

Conflict Resolution: Providing effective mechanisms for resolving conflicts and addressing grievances in a fair and timely manner.

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Safe and Inclusive Environment: Creating a physically and emotionally safe environment where employees can express their ideas, concerns, and feedback without fear of retribution.

Ethical Standards: Promoting ethical behavior and integrity throughout the organization, from leadership to employees at all levels.

Positive Relationships: Fostering positive relationships among colleagues, supervisors, and team members to create a supportive and harmonious atmosphere.

A favorable organizational climate contributes to higher employee morale, increased productivity, lower turnover rates, and improved overall organizational performance. It plays a crucial role in attracting and retaining top talent and creating a workplace culture that aligns with the organization's values and goals (Read, 2011; Robert e Du, 2012; Tanner et al. 2015; Richards & Jones, 2016).

COMMITMENT TO CO-CREATION

Commitment to co-creation refers to an organization's dedication and active engagement in the process of collaboratively creating value with its customers, partners, and stakeholders (Ganesan-Lim et al, 2015; Thanner et al. 2015; Payne, 2016; Stein & Ramaseshan, 2016). Co-creation involves involving various stakeholders in the development, design, and improvement of products, services, and experiences. Organizations that are committed to co-creation recognize the importance of involving external perspectives and insights to enhance the value they deliver. Here's how commitment to co-creation can be demonstrated:

Openness to Input: Organizations that are committed to co-creation actively seek input, ideas, and feedback from customers, employees, partners, and other stakeholders. They encourage these stakeholders to share their insights to drive innovation and improvement.

Inclusive Decision-Making: They involve stakeholders in decision-making processes, valuing their input and insights when shaping strategies, products, and services.

Collaborative Platforms: Organizations committed to co-creation provide platforms or channels for stakeholders to contribute their ideas, opinions, and suggestions. These platforms can be digital (such as online forums or social media) or physical (such as workshops or focus groups).

Iterative Development: They embrace an iterative approach, continuously refining and adapting products and services based on ongoing collaboration and feedback from stakeholders.

Customization and Personalization: Co-creation-committed organizations prioritize customization and personalization to meet individual customer needs and preferences, allowing customers to play an active role in tailoring their experiences.

Empowerment of Employees: These organizations empower their employees to engage in co-creation efforts. Employees are encouraged to generate ideas, propose improvements, and engage with customers to create value.

Feedback Loops: They establish feedback loops to ensure that insights from stakeholders are integrated into the organization's processes, fostering a continuous cycle of improvement.

Diverse Stakeholder Engagement: Organizations committed to co-creation engage a diverse range of stakeholders, recognizing that multiple perspectives lead to richer, more innovative solutions.

Transparency and Trust: They build trust with stakeholders by being transparent about intentions, involving them in the co-creation process, and honoring their contributions.

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Learning Orientation: A commitment to co-creation reflects a learning-oriented mindset. Organizations are willing to learn from stakeholders, adapt to changing needs, and leverage external expertise.

Value Alignment: They ensure that co-creation efforts align with the organization's values, mission, and long-term goals, maintaining a consistent brand identity and customer experience.

Celebrating Contributions: Organizations committed to co-creation celebrate and acknowledge the contributions of stakeholders, reinforcing the idea that value creation is a collaborative effort.

By actively involving stakeholders in co-creation, organizations can create more relevant and meaningful offerings, build stronger relationships, enhance customer loyalty, and foster innovation. Commitment to co-creation reflects a dedication to embracing change, valuing external perspectives, and remaining agile in a rapidly evolving business landscape (Zikmund et al, 2013; Meyer & Schwager, 2015; Rajnish et al, 2017, Mxunyelwa e Henama 2019)

MODERATING ROLE OF EMPLOYEE ASSIGNMENT STYLE

The moderating role of employee assignment style refers to how the manner in which employees are assigned tasks or responsibilities can influence the relationship between two variables. In the context of organizational dynamics, employee assignment style can impact how certain factors interact and affect outcomes (Lin & Wu, 2011; Payne, 2016; Cunha e Santos, 2019). Here's how the moderating role of employee assignment style might work:

Example Scenario: Employee Engagement and Task Assignment Style

Let's consider the example of employee engagement and how it might be influenced by different task assignment styles.

Employee Engagement (Main Variable): Employee engagement refers to the emotional commitment and level of involvement employees have toward their work and the organization.

Task Assignment Style (Moderating Variable): Task assignment style refers to how tasks, projects, or responsibilities are assigned to employees. It can range from a highly structured approach where tasks are assigned rigidly, to a more autonomous approach where employees have more freedom to choose their tasks.

Moderating Role:

The moderating role of employee assignment style comes into play when examining how different styles of task assignment affect the relationship between employee engagement and other factors, such as job satisfaction or performance:

Structured Assignment Style: In an organization with a highly structured assignment style, where tasks are assigned by managers based on specific roles and responsibilities, the impact of employee engagement on job satisfaction might be less pronounced. This is because employees have less autonomy in choosing tasks, and their satisfaction might be more influenced by factors other than engagement.

Autonomous Assignment Style: In contrast, in an organization with an autonomous assignment style, where employees have more control over the tasks they work on, high levels of employee engagement might lead to significantly increased job satisfaction. The sense of autonomy and ownership over tasks could contribute to higher satisfaction levels.

Essentially, the employee assignment style moderates how employee engagement affects other outcomes, depending on the level of autonomy employees have in choosing or being assigned tasks.

Considerations for Organizations (Park & Kim, 2013; Gagnon & Roh, 2016):.

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Organizations can consider the following when understanding and leveraging the moderating role of employee assignment style:

Customization: Organizations should consider tailoring task assignment styles based on the desired outcomes. For instance, more autonomous assignment might be suitable for tasks that require creativity and innovation.

Flexibility: Offering a mix of structured and autonomous task assignment can provide a balance that meets the needs and preferences of different employees and types of tasks.

Employee Voice: Providing employees with some choice in their task assignments can enhance their sense of ownership and engagement (Viet & Nguyen, 2019)

Communication: Clear communication of task assignment styles, expectations, and goals is crucial to avoid misunderstandings and misalignment.

Remember that the moderating role of employee assignment style is context-specific and can vary based on the organization's culture, the nature of tasks, and the preferences of employees. Organizations should be flexible and open to adjusting assignment styles to achieve desired outcomes and maintain a positive organizational climate (Lemon & Verhoef, 2016; Cunha, 2019).

CONCLUSION

According to this research organizational level antecedents of value co-destruction in the hospitality industry depend on some variables such as leadership support, supportive organizational climate, commitment to value co-creation and value co-destruction, such that employees with high attribution rate will likely perceive stronger effects than their counterparts with lower attribution rates. The additional findings of this research are that high perception of commitment to value co-creation will result in low occurrence of value co-destruction. Empirical results also showed that high perception of supportive organizational climate among service employees will result in low occurrence of value co-destruction in their organization. Finally, a high level of leadership support of value co-creation in hotels will result in low occurrences of value co-destruction in the same establishment thus bolstering sustainability.

It is suggested that researchers investigate more about organizational level antecedents of value co-destruction in the hospitality industry. Research on this is at an early stage and there are many aspects of the construct that could be studied in later research initiatives that would add greater value.

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