

Analysis of internal communication in the management of a Cuban hotel facility

Análisis de la comunicación interna en la gestión de una instalación hotelera cubana

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Fecha de recepción: 04.04.2025

Fecha de revisión: 07.05.2025

Fecha de aprobación: 24.05.2025

Cómo citar: Góngora Ruíz, M. L., Varona Silva, F. J., & Cruz Aguilera, N. (2025). Analysis of internal communication in the management of a Cuban hotel facility. *Espergesia*, 12(1), e120107.

<https://doi.org/10.18050/rev.espergesia.v12i1.3512>

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Abstract

Internal communication is a strategic asset in hotel organizational management. However, its institutionalization remains a pending issue in many Cuban entities. The objective of this research was to comprehensively assess the state of internal communication at the Club Amigo Atlántico Guardalavaca Hotel, in order to identify structural weaknesses, take advantage of human potential, and propose lines of action consistent with the strategic management approach. Methodologically, this was a descriptive study with a mixed approach, applied to a stratified probabilistic sample of 169 workers. Techniques such as document review, non-participant observation, semi-structured interviews, communication review tests, and surveys validated by five experts were used. The instrument included indicators of flows, channels, functions, structures, culture, and organizational climate. Among the main results, there was a preference for oral and face-to-face channels such as morning briefings (63.9%), meetings (62.7%), and union assemblies (60.9%). Professionalism (88.2%), responsibility (82.4%), and a sense of belonging (79.9%) stood out as predominant values. The absence of a communication advisory unit and the exclusion of this function from the institutional process map were also identified. It was concluded that internal communications management was developed under a fragmented, top-down approach. Institutionalizing communication as a strategic axis is essential to consolidate a participatory, resilient, and collective-achievement-oriented organizational culture. Therefore, a strategic restructuring that articulates culture, leadership, and communication is proposed.

Key words: Internal communication, organizational management, organizational culture, hotel sector, strategic diagnosis.

Resumen

La comunicación interna representa un activo estratégico en la gestión organizacional hotelera. Sin embargo, su institucionalización continúa siendo una deuda pendiente en muchas entidades cubanas. El objetivo de esta investigación fue diagnosticar de manera integral el estado de la comunicación interna en el hotel Club Amigo Atlántico Guardalavaca, con el objetivo de identificar debilidades estructurales, aprovechar potencialidades humanas y proponer líneas de acción coherentes con el enfoque de gestión estratégica. Metodológicamente, se trató de un estudio descriptivo de enfoque mixto, aplicado a una muestra probabilística estratificada de 169 trabajadores. Se utilizaron técnicas de revisión documental, observación no participante, entrevistas semiestructuradas, test de revisión comunicacional y encuestas validadas por cinco expertos. El instrumento incluyó indicadores de flujos, canales, funciones, estructuras, cultura y clima organizacional. Entre los principales resultados, se evidenció una preferencia por canales orales y presenciales como matutinos (63.9 %), reuniones (62.7 %) y asambleas sindicales (60.9 %). La profesionalidad (88.2 %), responsabilidad (82.4 %) y sentido de pertenencia (79.9 %) destacaron como valores predominantes. Se constató la ausencia de una unidad asesora en comunicación y la exclusión de esta función en el mapa de procesos institucional. Se concluyó que la gestión comunicacional interna se desarrolló bajo un enfoque fragmentado y descendente. Institucionalizar la comunicación como eje estratégico resulta imprescindible para consolidar una cultura organizacional participativa, resiliente y orientada al logro colectivo; por tanto, se propone una reestructuración estratégica que articule cultura, liderazgo y comunicación.

Palabras clave: Comunicación interna, gestión organizacional, cultura organizacional, sector hotelero, diagnóstico estratégico.

INTRODUCTION

With the approval and enactment of the Social Communication Law of the Republic of Cuba (National Assembly of People's Power, 2024), the relevance of managing communication in civil society organizations with a strategic and integrated approach is reaffirmed. This regulation compels the process of improving the state business management and administration system initiated previously (Decree-Laws No. 281/2007 and No. 323/2014 of the Council of Ministers of the Republic of Cuba) with regard to communication management, in favor of higher studies of efficiency and effectiveness, based on the development of science, technology, innovation, communications, computerization, and sustainable development.

As part of this management, the need to carry out communication diagnoses is recognized in order to deeply understand the organization as a social entity, its functional structure, leadership, its audiences, their perception of the entity, and the characteristics of the communication process (Valdés Bencomo *et al.*, 2020). Likewise, the particularities of communication procedures, communication flows, the quality of communications, the quality of use of technological resources and communication tools, as well as the processes and actions of internal and external communication, must be known for the timely detection of situations that interfere with or prevent the achievement of organizational objectives and goals, the achievement of objectives, the effects and relationships with all the organization's audiences (Rivero, 2017).

Likewise, it is necessary to study the internal climate, elements of organizational identity and culture (Palafox *et al.*, 2019; Rivero, 2021), factors that are interrelated with internal communication and that show the importance of alignment with strategies, philosophy, objectives, and methods, which allow for the establishment of organizational learning models based on production and economic profitability objectives (Encalada & Heredia, 2018; Padrón-Díaz de León *et al.*, 2019). In the case of the hotel sector in Cuba, this type of organizational study is not widely available.

This preliminary phase of organizational studies on communication management has been recognized as essential by several researchers (Duffus & Pons, 2010; Montero, 2023; Hómeiz *et al.*, 2020; Arceo & Malvarez, 2021; Batista, 2022), who agree that communication management should be studied/developed in a holistic and integrative manner, in order to plan and execute communication actions that contribute effectively to the achievement of organizational objectives (Varona Silva, 2007; Rivero, 2021b).

The Club Amigo Atlántico Guardalavaca Hotel, the subject of this practical study, is the result of the merger of Club Amigo Atlántico & Bungalows and Club Amigo Guardalavaca & Villas in May 2002. Its main tourist markets are Canada, Cuba, and Russia. Notable tour operators include the Canadian companies Sunwing Vacations, Holasun & Caribesol Holidays, and WestJet Vacations; Transat; Keytel (Spain); Meeting Point (Germany); and the Cuban agencies Viajes Cubanacán, Cubatur, Havanatur, Paradiso, and Ecotur. Its strongest competitors are the Playa Costa Verde and Aston Costa Verde hotels (located on Pesquero Beach); Blue Diamond Turquesa (located on Yuraguana Beach); Sol Río de Luna-Mares (located on Esmeralda Beach); and Brisas Guardalavaca (on Guardalavaca Beach). It also competes with the segment of privately owned rental homes in Guardalavaca and its surrounding area.

The stakeholders of the Hotel Club Amigo include external customers (domestic and international tourists), internal customers (managers and employees); tour operators and travel agencies; influencers (opinion leaders, travel consultants); operator (Hoteles Cubanacán S.A.); regulators (CITMA, etc.); suppliers; various authorities; local media; as well as the Guardalavaca community and its surrounding area.

The merger brought about a significant cultural change, with two established cultures coexisting for several years. This continues to hamper management efforts throughout the organization and in its various areas or departments, especially with regard to the fulfillment of primary objectives. As a result, organizational communication (interrelated with culture)—an important intangible asset for hotel management—shows shortcomings and deficiencies, and an updated diagnostic study is required.

From a previous exploratory investigation into internal communication at the Hotel Club Amigo, the following shortcomings have been identified as key elements of the current problem:

- The communication process at the organizational level is not adequately planned.
- The actions outlined in the hotel's internal communication plan are not carried out systematically.
- Existence of isolated, impulsive communication actions (in response to specific situations; without consideration of situational factors and/or risks).
- Insufficient horizontal communication (coordination) among some of the functional areas (departments) of the company.
- Not all possible means of internal communication are used.
- There is no advisory center for analysis, planning, direction, and evaluation of communications management at the company-wide level.
- Lack of methodological instruments and tools and indicators to manage communication appropriately.
- No systematic diagnoses of communication (internal and external), organizational culture, and identity have been carried out in the last fifteen years.

To address these shortcomings, the overall objective of this research is to comprehensively diagnose the internal communication of the Hotel Club Amigo Atlántico Guardalavaca.

The relevance of this research is evident because: theoretically, it proposes the study of organizational climate and culture variables as a complement to the analysis of specific constructs of internal communication; methodologically, it proposes and applies a specific procedure for the diagnostic study of internal communication, an instrument that serves as a reference for the work of hotel managers and specialists; in practical terms, it provides a solution to the problem of understanding the current state of internal communication in a hotel, which is a preliminary stage in the study of organizational communication in business management.

METHODOLOGY

This research is descriptive in nature and seeks to provide useful information for solving a practical and immediate problem. It works with factual realities to present a correct interpretation of them (Perelló, 2005). It aims to understand the description, recording, analysis, and interpretation of the current nature and composition of internal communication, as well as some variables of organizational culture, due to their interrelation with the former.

A mixed approach was chosen for the diagnosis, following the guidelines for research in organizations, where categories of analysis and variables are combined; these are useful for understanding the problems and meanings of human behavior and social life (Lorenzo, 2022).

The study was conducted at the Club Amigo Atlántico Guardalavaca Hotel in Holguín, Cuba. For a better understanding of the characteristics, resources, and details of its commercial operation, Table 1 provides a general overview of the hotel.

Table 1.

Management characterization of the Hotel Club Amigo Atlántico Guardalavaca, Holguín, Cuba

Characterization elements	Description
Main markets and agencies	Main tourist markets: Canada, Cuba, and Russia. Canadian tour operators Sunwing Vacations, Holasun & Caribesol Holidays, and WestJet Vacations; Transat; Keytel (Spain); Punto de Encuentros (Germany). Notable Cuban travel agencies include Viajes Cubanacán, Cubatur, Havanatur, Paradiso, and Ecotur.
Competence	The Playa Costa Verde Hotel and the Aston Costa Verde Hotel (both located on Pesquero Beach); the Blue Diamond Turquesa Hotel (located on Yuraguanal Beach); the Sol Río de Luna-Mares Hotel (located on Esmeralda Beach); and the Brisas Guardalavaca Hotel (on Guardalavaca Beach). Privately owned rental homes located in the geographical vicinity of the hotel.
Relevant stakeholders of Club Amigo	• External customers (foreign and Cuban tourists) • Internal customers (managers and employees) • Tour operators and travel agencies • Opinion leaders (opinion leaders, travel consultants) • Operator (Hoteles Cubanacán S.A.) • Regulators (Agency for Science, Technology, and the Environment, etc.) • Suppliers • Various authorities • Local media • Community (Guardalavaca and surrounding areas)
Lodging service	It has two reception areas and a total of 743 air-conditioned rooms (233 standard rooms in the Guardalavaca section; 231 tropical rooms in the Atlantic section; 133 in the Bungalow section; and 144 in the Villa section). All rooms have hot and cold water, cable TV, telephone, and safe.
Food and beverage services	Catering services include three buffet restaurants (breakfast, lunch, and dinner); five specialty restaurants; four cafés; and seven bars. In addition, branded wines and seafood are available for an additional charge.
Tourist entertainment	Two entertainment areas; nightclub; kids' club with babysitting service; areas for various games (basketball, volleyball, tennis, mini soccer, and mini golf); archery; bocce ball; game room; gym with sauna; and four swimming pools (all with areas for children).

Other services	Medical services; sale of internet cards; massages; Dance and Aerobics Club; Yacht Club (provider: Marlin S.A.); laundry; reservations; post office; beauty salon; bicycle and motorcycle rental; Wi-Fi access areas.
Sections	Four (4) sections of buildings, each with a different architectural design: Atlantic Section (formerly Hotel Atlántico), Guardalavaca Section (formerly Hotel Guardalavaca), Bungalow Section (formerly Villa Turey), and Villa Section (formerly Villa Guardalavaca).

Figure 1. Organization chart for the management of Club Amigo Atlántico Guardalavaca Hotel, Holguín, Cuba

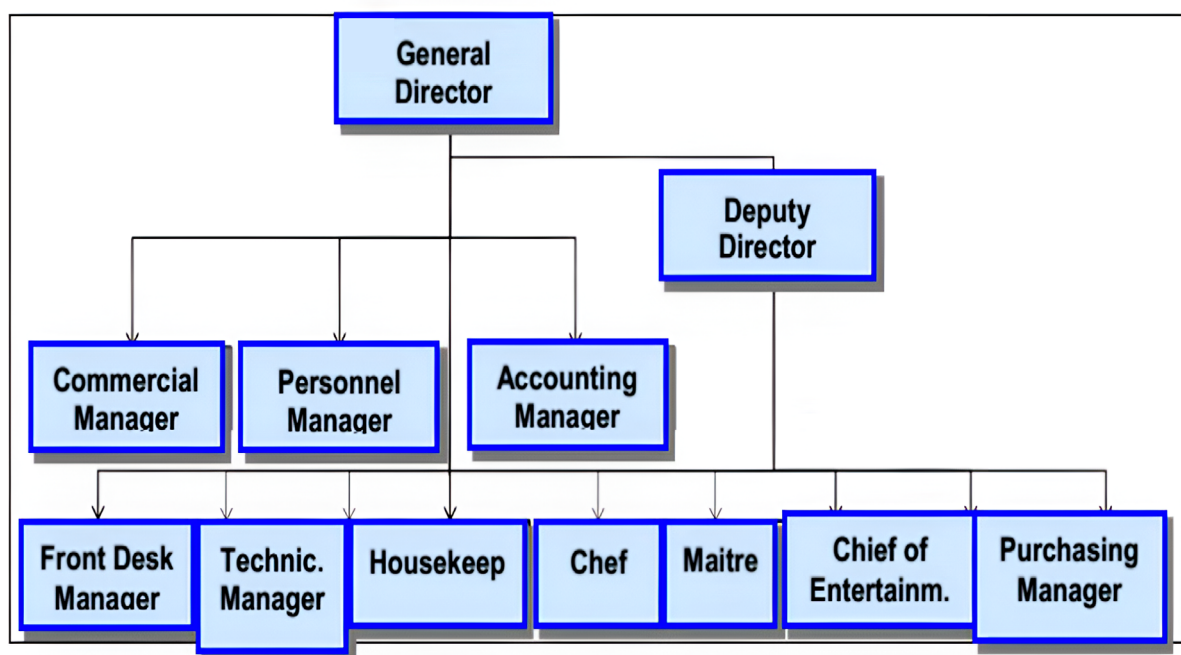


Figure 1 shows a management structure where each area is specialized and has a clear chain of command. There is horizontal and vertical coordination, which allows for efficient management focused on offering comprehensive, quality customer service.

Figure 2. Process map of the Club Amigo Atlántico Guardalavaca Hotel, Holguín, Cuba

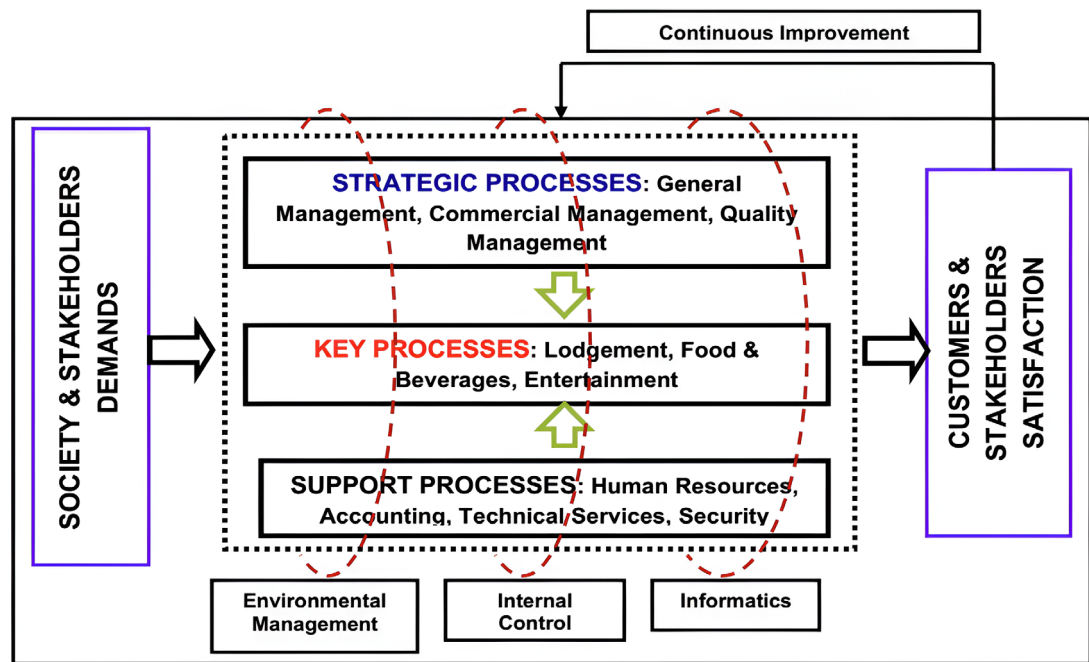
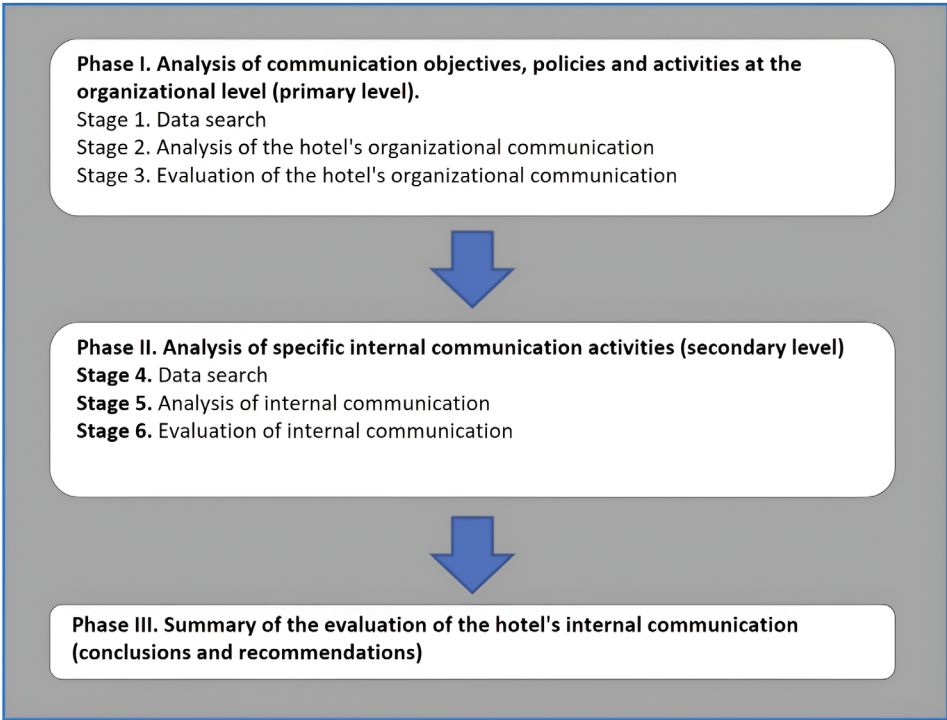


Figure 2 shows a structure divided into strategic, key, and support processes, aligned with society's demands and focused on customer satisfaction. The entire system is based on continuous improvement and integrates transversal areas such as IT, internal control, and environmental management.

The internal communication diagnosis of the Club Amigo hotel is developed using a methodology previously applied there (Varona Silva, 2007), which consists of 3 phases, 6 stages, and 15 steps. See Figure 3.

Figure 3. Methodology for diagnosing internal organizational communication



Phase I. Analysis of communication objectives, policies, and activities at the organizational level.

Stage 1: Review of the organizational communication system: the overall objectives and general and specific communication policies of the hotel are specified, checking the existence of evaluation mechanisms and controls to complement the general knowledge of the organization, paying attention to the history, structure of the organization, management processes, and leadership, to get an accurate idea of these situational factors of the organization.

- Step 1.1. Determination of the organization's objectives and policies, and communication policy.
- Step 1.2. Inventory of communication activities, classification according to policy.
- Step 1.3. Identification of communication system controls according to policy.

Stage 2: Analysis: to analyze the communication activities that have been inventoried in relation to the functions they serve in the system as a whole (using data collection and analysis techniques), and to determine the strengths and weaknesses of the system.

- Step 2.1. Study of communication activities (levels, objectives, functions, groups, networks, messages, channels, and other elements).
- Step 2.2. Use of techniques to measure the strengths and weaknesses of the communication system
- Step 2.3. Analysis of the strengths and weaknesses of the communication system (structure, processes, communication leadership, etc.).

Stage 3: Evaluation: conclusions are drawn about the validity of communication actions for implementing policies, based on a summary of the findings from the analysis of the previous elements, for example: the absence of certain activities; that existing activities are not sufficiently broad; or that they tend to overlook certain desirable objectives while exaggerating the importance of others; or that activities exist, even though the desired results are not achieved.

- Step 3.1. Summary of data and conclusions on organizational communication, to comply with the policy.
- Step 3.2. Recommendation of changes and programs to support communication at the organizational level.

Phase II. Analysis of specific internal communication activities.

Stage 4. Data search.

- Step 4.1. Determining the purpose and objectives of internal communication.
- Step 4.2. Determining specific internal communication processes.
- Step 4.3. Establishing performance standards for each specific internal communication process.

Stage 5. Internal communication analysis.

- Step 5.1. Use of techniques to measure process execution and deviations from standards.
- Step 5.2. Study of deviations and weaknesses in internal communication, and factors that affect it.

Stage 6. Internal communication assessment.

- Step 6.1. Summary of data and conclusions on internal communication in relation to the fulfillment of its objectives.
- Step 6.2. Definition of corrective measures. Development of an action schedule in fulfillment of internal communication objectives.

Phase III. Evaluation of internal communication: the purpose of this phase is to summarize the reality (facts, shortcomings, deficiencies) based on the previous phases, reaching conclusions about internal communication actions, in compliance with the communication policy. From this angle, it is possible to verify the absence of certain activities; or that existing activities are not sufficiently broad, or that they tend to overlook certain objectives or principles; or that activities exist, even though the desired results are not achieved. In addition, relevant recommendations are made, which may be motivated by the

discovery of weaknesses in the system; but they must be made in light of the objectives, communication policy, and situational factors of the organization.

A purposive sample was formed based on criteria such as: managers (general management, deputy directors of functional areas, department heads, and supervisors); employees (representatives from each department, chosen at random); and minimum length of service in the organization (five years).

A stratified probability sampling method was used, in which “the population is divided into segments and a sample is selected for each segment” (Hernández Sampieri et al., 2014, p. 181), in order to take representative samples from each of the hotel’s functional areas and obtain results for each of the groups. An intentional sample was formed, considering the following criteria: managers (deputy directors of functional areas and department heads); employees (representative of each department, selected at random); and minimum length of service in the organization (5 years).

The research methods used to conduct a comprehensive analysis of the current state of communication at the hotel were: review of official documents, non-participant observation (focused), questionnaires administered through surveys, semi-structured interviews, communication review tests (Odiorne), and data triangulation. A survey was also designed and administered to a total of 169 people, with an estimated confidence level of 95% and a margin of error of 5%. All instruments used were subjected to content validity analysis carried out by five experts in the field (Escobar-Pérez & Cuervo-Martínez, 2008).

RESULTS AND DISCUSSION

To diagnose internal communication at the Club Amigo Atlántico Guardalavaca Hotel, the following indicators were taken into account: internal communication objectives, functions, structure, audiences, messages, flows, networks, channels, and spaces. In addition, various indicators were considered that describe cultural traits of the predominant organizational culture and of certain groups within the hotel community, such

as: functional structure, leadership styles, predominant values, unwritten rules agreed upon by the groups, and certain categories of organizational climate.

A better understanding of organizational culture requires more time and the use of various methods and techniques in order to understand (fully or partially) the underlying cultural assumptions, subjective phenomena in people’s subconscious that are very difficult to study and identify (Schein, 2009); this could be the subject of further specific research.

Five (5) objectives have been declared (as strategic guidelines for Corporate Communication), with specific strategies in some cases, as follows:

1. Promote the development of internal communication that encourages the integration of all employees and their commitment to achieving work objectives.
2. Promote the use of the four functions of communication. Strategy: generalize the content of the functions of communication to ensure their proper use.
3. Encourage the use of less frequently used information flows, where communication directions are achieved in a positive way. Strategy: Strengthen working relationships between departments through social activities.
4. Diversify the use of existing communication channels so that they allow for timely information and feedback.
5. Develop a combination of different types of messages to use with your audiences. Strategy: Create a channel dedicated to disseminating human messages.

Considering Article 694 of Decree No. 281 of the Executive Committee of the Council of Ministers of Cuba, different elements (definition of communication policies and objectives; characterization of workers in the communication process; guidelines for internal audience behavior in the use of communication channels; selection of different communication channels to be used; different channels to be used by employees to communicate with management; characteristics of the messages to be issued by the company and its departments; personnel authorized to send messages directly to employees, according to

authorized channels; the department responsible for implementing the Internal Communication Plan and its actions) have been stated in the hotel's communication action plan; however, their management is insufficient.

It is significant that organizational communication and internal communication processes are not considered (included, visualized) in the hotel organization's process map, which shows that the management of communication processes in all areas is not prioritized, as required by the strategic approach (Social Communication Law, 2023). One of the causes is the lack of knowledge about management in this area of business among executives and middle managers. In this sense, the exclusion of communication processes from the hotel's process map shows a strategic underestimation that can compromise organizational performance. According to Sella *et al.* (2023), this omission, far from being a minor oversight, reveals a structural deficiency in management training, particularly among middle managers, who lack key competencies in communication management (Sella *et al.*, 2023). Likewise, recent studies corroborate that effective internal communication not only aligns staff with institutional objectives, but also strengthens organizational culture and improves the customer experience (Sandoval-Nizama & Cáceres-Cayllahua, 2021; Dabizha *et al.*, 2024).

The findings of this study confirm that internal communication within the hotel facility is mechanical in nature, demonstrating inadequate observance/implementation of the principles of the current Cuban regulatory framework specific to this area of management, which limits the achievement of communication efficiency and effectiveness. As a result, communication work in the hotel is based on a transmissive paradigm, which leads to one-way communication, low motivation, internal conflicts, little feedback, and widespread misinformation. Objectively, this situation reveals a gap between the Cuban regulatory framework and its practical application (Vega De La Cruz & Ortiz Pérez, 2017). This situation, in addition to perpetuating the institution's inefficiencies, creates complex communication gaps that require incremental business innovation to overcome, that is, it requires a shift toward strategic communication management models that promote active participation, two-way flow, and alignment with institutional objectives (Fitri *et al.*, 2024; Widiastini *et al.*, 2024).

With regard to communication functions, the general management of the hotel recognizes the following as the functions of a potential communications manager at the organizational level: managing communication within the company, reporting on topics of interest, conducting customer and employee surveys, and encouraging feedback. However, although internal communication planning is formally carried out, evaluation is conceived from a reductionist perspective, understood as the measurement of results, without specific indices, while no diagnostic analyses of communication management are observed, nor is there any specific training for managers and employees. In this regard, previous research has observed that organizational communication cannot be reduced to fragmented actions or evaluations based solely on quantitative results. On the contrary, it must be approached from a holistic perspective that articulates diagnosis, planning, implementation, and evaluation with specific and contextualized indicators (Claassen & Verwey, 2022). However, the absence of these components, together with the lack of systematic training in communication for managers, limits not only the quality of the communication flow, but also the development of open, collaborative, and continuous improvement-oriented organizational cultures (Jieqi, 2023).

The Club Amigo Hotel lacks a structure (advisory/ coordinating node) at the organizational level, which is a vital management requirement. Such a functional structure should be located alongside senior management in physical-spatial terms, as well as being included in the management organization chart, in line with the strategic nature of communication management in organizations (Capriotti, 2021; Rivero, 2017; Carbone, 2006; Trelles, 2002). This weakens communication management (diagnosis and planning; organization and implementation; direction; evaluation and control) at the level of the entire organization and hinders the work to achieve the strategic scope required by communication in the three areas: management, commercial, and internal.

In the same way, the lack of clarity regarding who is actually responsible for managing internal communication, whether it be an individual or a department, contributes to this situation, especially when the hotel's internal communication plan states that the general manager is responsible for this task; while later

on it is suggested that the business improvement specialist fulfills this role (at present, it has been verified that there is no specialist working on business improvement actions as a system within the facility). Communication from top management is carried out by senior managers, deputy directors, and department heads, although it does not always follow a structured plan. For its part, the sales department performs its communication functions partially. The human resources department is responsible for developing internal communication actions: a responsibility that is not well defined within the institution (the Quality and Public Relations areas often take on these tasks). In this regard, the vague definition of responsibility for internal communication constitutes a structural weakness that compromises the strategic coordination of the organization. Therefore, when no specialized figure or team is established for this function, gaps in communication governance are produced, with direct impacts on operational efficiency and organizational cohesion (Zuren et al., 2024). In this regard, it is suggested that effective internal communication be implemented with a clear assignment of roles and responsibilities, integration with institutional objectives, and the development of specific competencies at the management level (Chen, 2020; Zerfass & Link, 2022).

The hotel's employees are characterized by being professionalstrained to meet the quality standards of the tasks assigned to them within the facility. However, downward vertical communication predominates in the company, while the use of horizontal and upward vertical communication is insufficient. Trust must be encouraged so that the use of upward communication is more productive. This situation constitutes a structural limitation that restricts the transformative potential of internal communication in hotel contexts. Recent studies emphasize that upward communication not only improves organizational identification and work engagement, but also has a positive impact on innovation, satisfaction, and talent retention (Boğan & Çaprak, 2020; Laxmi *et al.*, 2023). Therefore, overcoming this deficit requires creating conditions of trust, establishing institutionalized two-way channels, and promoting a symmetrical culture of openness that combines upward, downward, and horizontal flows, strengthens interdepartmental coordination, optimizes service quality, and legitimizes the voice of the worker as a central strategic input for good organizational health (Monica *et al.*, 2025; Rentería-Vega *et al.*, 2023).

Table 2.

Internal communication channels and media at the Club Amigo Atlántico Guardalavaca Hotel

Communication channel	Low (%)	Average (%)	High (%)	Total (%)
Regular surveys	17 (10.1%)	110 (65.1%)	42 (24.9%)	169 (100)
Email	50 (29.6%)	85 (50.3%)	34 (20.1%)	169 (100)
Suggestion box	101 (59.8%)	51 (30.2%)	17 (10.1%)	169 (100)
Informal conversations	51 (30.2%)	84 (49.7%)	34 (20.1%)	169 (100)
Union meetings	4 (2.4%)	62 (36.7%)	103 (60.9%)	169 (100)
Meetings	3 (1.8%)	60 (35.5%)	106 (62.7%)	169 (100)
Morning briefings	5 (3%)	56 (33.1%)	108 (63.9%)	169 (100)
Information to leaders	39 (23.1%)	86 (50.9.6%)	44 (26.0%)	169 (100)

When analyzing the internal communication channels used at the Hotel Club Amigo Atlántico Guardalavaca, one of the main findings highlights a marked preference for oral and face-to-face mechanisms. Morning briefings (63.9%), regular meetings (62.7%), and union meetings (60.9%) were perceived as the most effective channels, receiving the highest ratings at the high level, which demonstrated the staff's confidence in direct, structured, and group communication spaces. From a critical perspective, the marked

preference for oral and face-to-face channels not only reflects operational patterns that could be exploited, but also a symbolic dimension of organizational communication that strengthens the sense of belonging and internal cohesion. Recent studies emphasize that these practices, when embedded in structured and participatory dynamics, enhance strategic alignment and emotional engagement among personnel (Tanković *et al.*, 2022; Santos & Ventura, 2021).

Table 3.
Percentage distribution of the predominant values in the workforce

Value	%	Frequency (n)	Total
Sense of belonging	79.9	135	169
Professionalism	88.2	149	169
Discipline	74.0	125	169
Honesty	62.1	105	169
Human qualities	65.1	110	169
Teamwork	50.9	86	169
Comradeship	65.7	111	169
Responsibility	82.4	140	169
Perseverance	37.9	64	169

In Table 3, the analysis of the values of the workforce showed a high rating for professionalism (88.2%), responsibility (82.4%), and sense of belonging (79.9%), reflecting a strong institutional commitment. Discipline (74.0%), human qualities (65.1%), and Comradeship (65.7%) were also highlighted. Honesty (62.1%) and teamwork (50.9%) obtained moderate levels, while perseverance (37.9%) was the least mentioned value. These demonstrate an organizational culture characterized by strong institutional commitment, based on values such as professionalism, responsibility, and a sense of belonging. According to Liasidou *et al.* (2024) and Choi (2018), these elements are essential for operational excellence and human

talent retention in hotel contexts. However, the moderate assessment of dimensions such as honesty and teamwork, as well as very moderate perseverance, point to the existence of silent gaps that can compromise organizational resilience in high-pressure scenarios. In this regard, the absence of these values affects relational dynamics, the ability to adapt to critical situations, and the emotional well-being of staff (Borralha *et al.*, 2016; Leyva-Duarte *et al.*, 2020). Therefore, it is imperative to manage strategies that transcend the mere reproduction of technical standards and promote an ethical, collaborative, and resilient culture, as well as prioritize the need to strengthen attitudes related to perseverance and teamwork.

CONCLUSIONS

The results of this research revealed deep structural and functional tensions that hindered the consolidation of a strategic communication culture aligned with the contemporary challenges of the hotel sector. There was evidence of fragmented communication management, based on a transmissive paradigm, which reduced communication to one-way practices, affecting effective feedback, work motivation, and interdepartmental synergy. This reality reflected not only an operational gap, but also a dissonance between the regulatory framework in force in Cuba and its implementation in organizational practice. Furthermore, it was found that, despite communication shortcomings, the hotel's human capital showed high levels of professionalism, a sense of belonging, and responsibility, creating fertile ground for the implementation of more participatory, two-way communication processes geared toward continuous improvement.

On the other hand, the exclusion of communication from the hotel's process map constitutes a strategic error that prevents its institutionalization as a cross-cutting management axis. By not being formally integrated, its planning, monitoring, and evaluation are limited, a situation that weakens interdepartmental coordination and generates information gaps. This omission also compromises organizational cohesion, reduces the ability to respond to critical situations, affects staff alignment with institutional objectives, and hinders the development of a participatory and resilient organizational culture.

As a recommendation:

Based on the results of this study, it is considered crucial to promote actions that strengthen the strategic management of internal communication in the institution under study. In this regard, it is essential to implement training programs for management and technical staff, focused on the study and application of Cuba's Social Communication Law (2023), in order to align communication practices with the strategic and integrated approach required by the current regulatory framework. Likewise, it is recommended that an advisory unit specializing in organizational communication be created, located close to the General Management, with the responsibility of coordinating, evaluating, and institutionalizing communication processes as part of the business management system. It

is also suggested that systematic diagnoses be developed that consider the cultural and relational elements that influence the quality of communication. Finally, investigate the symbolic and emotional dimensions of organizational discourse and encourage the development of communication skills in middle management as a basis for building resilient, collaborative work cultures focused on shared achievement.

Contribution to knowledge

One of the study's most significant contributions was the design and application of a rigorous, contextualized, mixed methodological model that integrated indicators of communication, organizational climate, and culture. This model not only made it possible to map critical areas of internal management but also offered a replicable framework for future diagnostic interventions in the hotel sector and other human-capital-intensive industries.

Limitations

Among the study's main limitations was the impossibility of exploring in depth the most implicit components of organizational culture, such as underlying assumptions, due to the limited time available for applying specific qualitative techniques. Furthermore, as this was a single-case study, generalization of the results should be approached with caution. Finally, the limited availability of recent documentary records restricted certain longitudinal comparisons, without compromising the validity of the data obtained.

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Conflicts of interest

The authors declare that there are no conflicts of interest.

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