

Hospitality in business as a moderator in relations with stakeholders in crisis management and in the resumption of competitiveness

A hospitalidade nos negócios como moderadora nas relações com os stakeholders na gestão de crise e na retomada da competitividade

Vanuza Bastos Rodrigues, Universidade Anhembi Morumbi, Brasil,
vanuzabastosrodrigues@gmail.com



Elizabeth Kyoko Wada, Universidade Anhembi Morumbi, Brasil
ewada@uol.com.br

Em 5 de novembro de 2015, os subdistritos de Mariana-MG, Bento Rodrigues e Paracatu de Baixo, foram completamente destruídos pelo rompimento da barragem de Fundão. O desastre ambiental causou mortes de humanos, da flora, da fauna e deixou o município sem a sua principal receita. Sem a mineração, o governo local e a população passaram vivenciar uma crise econômica e social. Para reparar e compensar os danos dos atingidos diretos e indiretos as empresas responsáveis criaram a Fundação Renova para mediar as relações com todos os atingidos. Este estudo busca discutir se a hospitalidade, por meio das relações estabelecidas entre a organização e seus *stakeholders*, pode ser mediadora para a retomada da competitividade de uma comunidade afetada por um desastre tecnológico. Metodologicamente utilizou-se as abordagens *Emic-Etic-Emic* e, para o tratamento dos dados, o *software* SPSS para *Etic* – 2ª fase e a Análise de conteúdo para *Emic* – 1ª fase e *Emic* – 3ª fase. Os resultados da investigação apontam para as dificuldades encontradas pelos atingidos indiretos no estabelecimento de encontros mais hospitaleiros com a Fundação Renova, pelo fato dela não considerar que eles também foram impactados diretamente pelo rompimento da barragem.

Palavras-chave: Hospitalidade nos negócios, Gestão de crise, Retomada da competitividade, Desastre tecnológico

ABSTRACT

On November 5, 2015, the sub-districts of Mariana-MG, Bento Rodrigues and Paracatu de Baixo were completely destroyed by the Fundão dam failure. The environmental disaster caused deaths of humans, flora and fauna and left the municipality without its main income. Without mining, the local government and the population experienced an economic and social crisis. To repair and compensate for the damages of those directly and indirectly affected, the responsible companies created the Renova Foundation to mediate relations with all those affected. This study seeks to discuss whether hospitality, through the relationships established between the organization and its stakeholders, can be a mediator for the resumption of competitiveness of a community affected by a technological disaster. Methodologically, the Emic-Etic-Emic approaches were used and, for data processing, the SPSS software for Etic – 2nd phase and Content Analysis for Emic – 1st phase and Emic – 3rd phase were used. The results of the investigation point to the difficulties encountered by those indirectly affected in establishing more hospitable meetings with the Renova Foundation, as it does not consider that they were also directly impacted by the dam failure.

Keywords: Hospitality in business, Crisis management, Resumption of competitiveness, Technological disaster.

INTRODUCTION

Against the backdrop of the crisis faced by the population of the municipality of Mariana - Minas Gerais, Brazil, after the Fundão dam collapsed and the creation of the Renova Foundation, maintained by Vale S. A., BHP Billiton and Samarco S. A., to repair and compensate for damages and damages caused by the ore tailings sludge, a study was carried out on the business relationships established between the Renova Foundation and the stakeholders affected by the technological disaster – denomination for disaster “originated by technological conditions resulting from failures in infrastructure or in specific human activities considered above normal, which may imply human, socioeconomic and environmental losses” (Ministério da Integração Nacional, 2017, p. 18).

It is noteworthy that the basis of the economic revenue of the municipality of Mariana has always been structured in the exploration of ore, followed by cultural, educational, religious and business tourism activities. It is a 320-year-old city, with a privileged natural and historical heritage, excellent cuisine, in addition to being part of the Estrada Real Circuit, a tourist route



internationally recognized as one of the most beautiful in Brazil. However, the impacts of the dam failure were devastating for two rural sub-districts of Mariana – Bento Rodrigues and Paracatu de Baixo – totally destroyed and its residents welcomed by the population of the urban area. Residents of the urban area were indirectly affected by the disaster, as they began to experience a hitherto unthinkable crisis. With the suspension of operations of the mining company responsible for the breached dam, many other commercial organizations ended their activities, evidencing the socioeconomic dependence of the municipality and its inhabitants on mining.

The creation of a foundation that was responsible for the mediation of reparation and compensation actions for the damages caused by the disaster led to the emergence of interest in the relationships that were being established between the organization and the affected population, in order to face the crisis experienced by the municipality. Thus, for specific purposes, it was intended to: a) identify the practices related to the private, social and commercial domains that support hospitality in business; b) list the hospitality practices between the organization and stakeholders that moderate power relations; c) identify which are the elements of hospitality applied to businesses that favor sustainable organizational development; and d) verify which are the elements of hospitality that strategically contribute to the resumption of competitiveness.

Investigating a concrete and real phenomenon - the reparation and compensation actions proposed by the Renova Foundation to those affected by the Fundão dam failure -, followed by another abstract one - the way in which the relations between the Renova Foundation and those affected were established - and, returning to the concrete – to the reality of what was repaired and compensated –, it is considered that the character of this study is structuralist. This is because it presents a link between the logical and the empirical, sustaining social diversity through a relational and solidary structure,



seen in the interdependence of its components and the relationships established between them (Thiry-Cherques, 2006). This structure can be understood as the gathering of several elements that make up a whole. By the way, each element must have something of itself related to this larger set, such as relationships between family members, the norms of behavior of an organization, that is, they must share certain behaviors, whether moral, social and commercial that concern the totality, in this article, to the phenomenon under study (Souza, Alano, Ganzer, Dorion & Oleia, 2016). Any change in one of the components affects the relationship and position of all, as it interferes with this set of solidary phenomena that form the structure, defined by the author as “an abstract explanatory model, which describes relational properties between the elements” (Thiry-Cherques, 2006, p. 142).

LITERATURE REVIEW

Domains of hospitality

Through studies on hospitality, it is clear that other disciplines deal with the subject from various perspectives and with different purposes, especially those related to Social Sciences or Management Sciences. The lack of deeper involvement on the part of researchers in these areas promotes a reductionism in the definition of hospitality, even though it is useful for the attributions of certain organizations when referring to the provision of drink, food and accommodation. The essence of hospitality is more comprehensive, because, based on anthropological, philosophical and social studies, it is observed that it involves various behaviors inherent in the base of society, including reciprocity, mutuality, generosity, exchange and sharing among many people, others, favoring the expansion of research under their eyes (Lynch, Molz, McIntosh, Lugosi, & Lashley, 2011; Lashley, 2000).

The need for a definition that offered broader support for an analysis of activities related to hospitality was present, as the social, private and



commercial domains, even though representing an independent aspect of each offer, can be overlapped, expanding discussions about its limits, improving management in establishments that were dedicated to hospitality activities and offering conditions for debates on the strengthening and legitimacy of theory through the growth of consumption (O'Mahony, 2015). However, hospitality domains are criticized, as there is an understanding that they were treated superficially and that they do not collaborate with the hospitality sector (Slattery, 2002). This is due to the fact that the domains focus on the process, by excluding industrial and corporate contexts, resulting in a sterile and imprecise conception in relation to the hotel industry. On the other hand, the studies by Brotherton and Wood (2000) are concerned with clarifying a more generic concept of hospitality, but constituted based on human relationships and symbolic exchanges.

Brotherton and Wood's conception embraces the definition that suggests that contemporary hospitality is made up of voluntary human exchanges, of mutual well-being and that involves food, drink and accommodation (Quadros, 2011). However, both authors agree that it is a generalized concept and is directed to the elements that make up the effects of hospitality, but not to its causes. In the commercial sphere, probably, the people who will maintain direct contact with the guest do not develop the structure of social values for such a procedure. But, from a broader perspective of hospitality, it provides the development of studies that benefit new ways of welcoming, of relations between host and guest and of reciprocity between the three domains.

In the social domain, hospitality is related to the interaction with those who are considered outsiders, showing what it is to be hospitable, even knowing that this behavior changes with time and customs of each society. For a better understanding, it is necessary to deepen knowledge in the social context in which the activities take place, considering the behaviors arising from private life that are formatted based on the nuclear family, but



advancing to the cultural and social dimensions of human interaction through the relationships that are established (Crotti, 2017; Lashley, 2000). This domain privileges the setting, as its objective is guest satisfaction with the social event itself. In the social environment, the rites of hospitality and obligations towards the other develop, together with the social forces that are related to production and consumption. Social hospitality is driven by offering and personalization by providing an “experience” for the guest (Kunwar, 2017; Locwood & Jones, 2000).

The private domain is considered as the interrelationship between domestic and social spaces, as the performance necessary to receive a guest is related to civility actions (Lashley, 2000). It is within the family that people are introduced to the rituals, beliefs, values, norms and rules of social life. Receiving a guest can mean establishing links to develop social relationships and reach a new social status, among other opportunities. The host must receive the expected guest or not, going to meet him and avoiding the constraints and difficulties that may arise (Gotman^[OBJ] (Telfer^[OBJ]) ^[OBJ] In it reside the symbols, rituals, values and obligations, which are transmitted in the sharing of food with those who are considered to belong to the family's circle of friends (Quadros, 2015; O'Mahony^[OBJ] The owner of the house is the highest authority and no guest has the right to replace it in its control, but, due to the alternation of positions, host and guest are hostages of a person-to-person relationship and of a unique character (Gotman, 2009).

In the commercial domain, hospitality activities receive economic treatment, being dependent on monetary exchange and guest satisfaction. However, it coexists with the reduction of reciprocity and the obligation to give-receive-repay (Lashley, 2000). The search for financial success can be considered normal, however, organizations are aware that they should not disregard the various elements that make up the social domain and the private domain to achieve their goals. By their part, Camargo (2008; 2015) and Gotman (2009) question hospitality in this domain, because they do not



consider commercial organizations as a “house” and because there is a monetary exchange involving human relationships. Gotman (2009) claims the existence of a constant opposition, in addition to not being influenced by the gift, the heart of hospitality.

Guest satisfaction in this domain occurs according to the fulfillment of the services that were contracted, justifying that the hospitality offered is based on performance, rationalization, productivity and profit. Its objective is the product, according to the demand to maintain the existence of the organization in the market and demanding standardization, hindering the genuine manifestations of hospitality (Quadros, 2011; Locwood & Jones, 2000). In defense, O'Connor (2005) brings the inclusion of naturally hospitable people to the direct service with the guest. He argues that a person's ability to be hospitable is natural, part of the host's character and personality, in addition to being motivated by the social environment in which he is inserted.

Commercial organizations increasingly seek to strengthen social ties with their internal and external collaborators, with the aim of promoting social interaction and sharing, obtaining collective gains. For Tsai, Horng, Liu and Hu (2015), cooperation is important for organizational citizenship, as it enables mutual trust between employees and knowledge sharing. This reality is possible through the values, rites, rules and norms that are followed by the entire organization, which, in turn, follows the same standard of the community in which it is inserted, creating an opportunity for interpersonal cooperation, with external collaborators and with society. They claim that organizational cultures based on cooperation have more satisfied, effective and efficient employees, as they work in pleasant and hospitable work environments.



Hospitality and crisis management

The importance of stakeholder theory in studies that contemplate business organizations lies in the possibility of identifying who they are and how they can change the course of a company's business through their primary or secondary influence, positively or negatively. Groups or individual must be included in the organizational strategy, regardless of their power to impact the company's daily life, respecting existing differences in terms of cultural values and practices. Even aware that stakeholders do not always have the legitimacy to participate in the business, they should be considered for the benefit of strategic management, being classified by Freeman, Harrison & Wicks (2007) as: a) primary - groups participating directly and with ongoing interest. They are responsible for the maintenance and survival of the organization; and b) secondary - groups or individuals that are not directly involved with the organization, but, in certain situations, can influence it.

In commercial relations, hospitality is managed with a view to safety, physical environment, transport, accessibility, personal behavior and many other requirements, and the host, at the same time, maintains his daily work. Currently, hospitality in organizations begins to be recognized as spaces that build meanings that favor business relationships based on ethics and communication, permeating important issues such as inclusion, exclusion and surveillance (Schänzel, Brocx & Sadaraka, 2014; Cockburn-Wootten & Brewis, 2014). Boudoun, Gregorash and Manzo (2014) understand that the concept of hospitality is used under a distorted view, supported by breaking some rules. From his perspective, hospitality can also be: a symbolic or non-symbolic power relationship; interactions can be understood as an instrument that manages relationships in order to enter or leave; and, as it is relational, the existence of interaction between individuals is a prerequisite for the development of meaning. Based on these arguments, it is considered that hospitality can present a bias for the identification of many other issues and allows a more consistent reflection on several current themes. The



relationships established between the organization and stakeholders deserve attention in the discussions of hospitality in the commercial domain (Santos & Wada, 2018). The organization's interaction with the stakeholder, in many cases, is enshrined in contractual obligations, which does not fail to characterize the positions of host and guest, implied by the exchange relationship, even if monetary (Camargo, 2008; 2015).

In this way, hospitality approaches as a moderator in the organizational, commercial and personal relationships involved in the crisis process and its management, interceding in the conflicts that arise between the actors. Through its rites, it creates spaces where crises can be discussed and understood with the aim of finding positive ways to manage them without, however, causing more impact (Schänzel et al. 2014; Cockburn-Wooten & Brewis, 2014).). This is because crisis management should not be limited only to its cause, but should broaden its approach, seeking the aspects that led to this outcome and, in this way, strategically, define the specific and correct elements for the solution (Rodríguez-Toubes & Brea, 2012). As they are different from each other, their management must consider the socioeconomic, cultural, historical, physical and political aspects in their fight, whether within the organization or targeting those around it, taking possession of a global vision to structure the procedures. for its management (Rodríguez-Toubes & Brea, 2012).

The pressure of time has the ability to influence the decisions that must be taken to face the crisis, mainly because the degree of control over it is very low combined with the lack of resources for such a procedure. In addition, this period also generates new threats with different levels of dimension and magnitude, implying new challenges and internal reorganization for the organization (Rodríguez-Toubes & Brea, 2012). Based on this, it is clear that in order to face a crisis it is necessary to have a methodology that includes the processes of preparation, response and recovery, knowing that the management of an event related to natural or



technological disasters is unpredictable, as further its unfolding, making any planning difficult.

The requirement for managers to be proactive in dealing with this type of situation, defended by Morakabati, Pagé and Fletcher (2016), Deloitte Touche Tohmatsu (2015) and Rodríguez-Toubes and Brea (2012), is justified, since they will have to deal with the human behavior that appears in the period of crisis and that is called "organized complexity", because it deals with a large number of interconnected factors, but under a perspective that involves all of them and without the possibility of time for reflection and formulation of answers. It is precisely in this circumstance that hospitality is inserted, using its rites and procedures to establish and maintain relations between host and guest in the sociocultural and economic context without losing its nature and its symbolic essence, including hostility and inhospitableness. The concept here assumes a dimension of danger, of what will steal or kill, with the host having the capacity and authority to receive or refuse someone, to include or exclude according to their assessment of the stranger (Baitello, 2013). For the author, unconditional hospitality is impossible, since the reception is permeated with conditions and limitations and, whoever arrives, must submit to the host's demands. The stranger, in general, is displaced and unfamiliar with the space, norms and local practices. It is dependent on the host's permission to overcome barriers (Andrews, 2000).

Hostility is materialized in the refusal to receive the stranger, in the feeling of seeing his space being dominated by him, in the breach of a contract, in the excessive exploitation of the resources of a region and its population, in the access to places restricted to the hosts and, in the context of hospitality applied to business, anonymity, considering that the monetary exchange gives you the right to commit abusive and unsustainable actions (Darke & Gurney, 2000; Montandon, 2003). Living with a stranger is disturbing, because his condition does not allow the distinction of friends or enemies. Their goals are not always explicit to the host and their behavior and ethical



and moral values in certain situations are usually not immediately shared with the host, and can become unpredictable (Bauman, 2009).

Hostility reveals the various pre-existing tensions when receiving a guest, and questions such as: a) welcoming a guest can bring to the host everything he would like to leave outside his house; b) loss of your privacy, c) servility; d) occupation or possession of its territory; and e) the fear of usurpation or insult (Korstanje, 2016; 2010; Ram, 2015; Sheringham & Daruwalla, 2007; Lynch & Macwhannell, 2000).

The understanding that the host and the guest take turns in these positions reinforces the structures of power and submission in meetings and relationships, emphasizing that the contradiction between hospitality and hostility means the continuity of a relationship and not its denial (Korstanje, 2016; Selwyn, 2004).

The resumption of competitiveness

Restoring competitiveness after a technological disaster is a difficult task for the managers of any organization. For Perna, Custódio and Oliveira (2018), the most complex part is to understand how it can be improved and sustained. In addition, the development and competitiveness of an organization or region are dependent on several variables, but it is undoubtedly an important motivator, often due to the fact that other alternatives are not available to meet their survival expectations (Estevão, Nunes, Ferreira & Fernandes, 2018). For the resumption of competitiveness, it is necessary to recognize the importance of strategic planning to manage a crisis, and its development must consider the magnitude of the event as well as its stages - pre-crisis, crisis and post-crisis - as Andirin explains, Moitzl and Cardoso (2017). Furthermore, it should be noted that the definitions of organizational crisis meet in some aspects, as highlighted by Bundy et al. (2016): a) they are sources of uncertainty and change; b) harm organizations and their stakeholders; c) they are considered behavioral phenomena recognized by the literature and, therefore, understood as being socially



constructed by all those involved; d) they are part of a larger process and not a single occurrence; and e) they encompass actions and communications in an attempt to reduce damage and return to activities.

The authors bring to this context, from an internal perspective of the organization for the resumption of competitiveness, important elements such as organizational learning in order to generate opportunities and, consequently, renewal and growth as a result of crisis management. From the external perspective, there is a consensus in the little literature that it is based on evaluations that involve social issues based on the organization's legitimacy, trust and reputation. Based on a study by Bundy and Pfarrer (2015), it is possible to infer that the probability of positive social evaluations can minimize the damage caused by negative information about the crisis faced by the organization. In this sense, we return to the concepts of hospitality in terms of the relationships that are established with all those involved in the search for competitiveness under the aegis of exchange, reciprocity and economics and ethical management. An economy that demonstrates social recognition, generosity, sharing and attitudes and actions that favor others much more than themselves, but that guarantee respect for their peers (Lynch et al. 2011). Management that recognizes that it is prone to problems, because there is no organization that does not face, at least, one problem or difficulty. Organizational transparency favors the construction of shared spaces of interest and identity as relationships with internal and external audiences become closer. Based on the foregoing, the following hypotheses were formulated:

H1 - Hospitality applied to business is composed of practices belonging to the private, social and commercial domains.

H2 - Hospitality acts as a moderating element in the power relations between the organization and its stakeholders.

H3 - Hospitality applied to business acts as a moderating element in sustainable organizational development.



H₄ - Hospitality applied to business acts as a moderating element in the strategy to regain competitiveness.

METHODOLOGY

In the processes of dialogue and interaction made possible by the Emic-Etic-Emic approaches, one can observe the confluence of two realities that generate new knowledge: the knowledge of culture (Emic), plus the researcher's knowledge (Etic), which generates a new knowledge that, when returning to the group, favors new procedures, theories and learning, being beneficial for both realities (Figure 1).

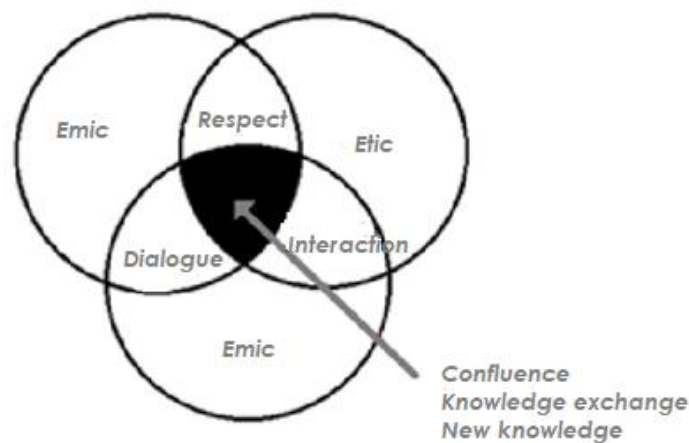


Figure 1. Intersection between search fields
Source: Prepared by the authors

Sharing knowledge allows for new confluences, but these are only possible when the researcher is willing to observe and listen, to get to know cultural practices in depth and, with the groups, to learn. By uniting concepts and ideas, knowledge is produced based on dynamic processes, which encourage new understandings as well as inclusion, respecting the peculiarities of each group and aware of the importance of the contribution that its members can offer (Shockey, 2017).

The spaces of Emic, Etic and Emic, when transposed from the mediation performed by the rites of hospitality, are more flexible in their rules that delimit borders. In the case of this three-dimensional approach, it is

understood as entering an ignored space or receiving an unknown one. It is recognized that each phase has its importance in relation to knowledge, through respect, dialogue and interaction. In this model, the hospitality scene is visualized by the single encounter that suppresses laws and creates new rules based on the social relationships that are established, revealing new knowledge during the research (Gotman, 2009; Seligmann-Silva, 2005).

Based on this explanation, there is the necessary flow for the development of the study, composed of three phases of data collection and analysis, being: Emic - 1st phase, consisting of semi-structured interviews with the purpose of deepening the phenomenon under study and bring the researcher's vocabulary closer to that of the local population. After analyzing the reports obtained, their results served as the basis for the Etic stage - 2nd stage, enabling the construction of the Likert-type questionnaire, composed of statements distributed in four scales and with the possibility of choosing an answer: 1 - Totally agree; 2 - I agree; 3 - Neutral; 4 - Disagreement; and 5 - I totally disagree.

The data obtained with the application of the questionnaire of the Etic stage - 2nd stage were statistically analyzed. The results of this stage, together with those of the Emic stage - 1st stage, underwent a triangulation, a process necessary to offer more robust support for the Emic stage - 3rd stage. Thus, with the analysis of the two triangulated stages, it became possible to construct a semi-structured interview and its application to subjects indicated by Emic's interviewees - 1st stage.

This research methodology has its origins in the linguistic and phonetic concepts, the first highlighting the contrast of the resident's speech and, second, the existing differences, but even without contrasting elements, they can still be measured through instruments of analysis by a researcher who does not belong to the resident's group where the phenomenon under study occurred (Batalha, 1998; Rosa & Orey, 2012; Buckley, Champman, Clegg & Gajewska-de-Mattos 2014). In this way, Punnett, Ford, Galperin & Lituchy



(2017) developed the study entitled *The emic-etic-emic: research cycle*, considering that this is the most appropriate method for studies centered on poorly researched populations, especially when they involve issues related to competitiveness, business, management and cultural practices. It is noteworthy that in business studies, researchers, in general, deal with Emic data, however, the analysis is carried out in an Etic way, favoring biased results and neglecting the benefits of data processing from a qualitative perspective (Punnett et al., 2017).

As this is a study that privileges the local culture of the population of Mariana-MG in relation to the resumption of competitiveness of their businesses after the Fundão dam collapse, it was realized that the Emic-Etic-Emic cycle would be the most appropriate for the development of the research, adopting all its stages.

Thus, first, 10 semi-structured interviews were carried out with local representatives, Emic - 1st phase, containing 36 questions, distributed among four constructs, 10 variables and 29 factors, pre-defined according to the theory (Table 1; Table 2). In the end, the 10 interviewees indicated new respondents for Emic – 3rd phase.



Table 1
Constructs, variables and predefined factors for Emic - 1st phase

Construct	Variable	Factor
HOSPITALITY IN BUSINESS RELATIONS	Social domain	Reception Reciprocity Protection Friendship
	Private domain	Need Social status Common experience
	Commercial domain	Sustainability Business status
HOSPITALITY IN ORGANIZATIONAL RELATIONS	Economic	Profitability Performance Coexistence Welfare
	Social	Responsible Practice Participation
HOSPITALITY IN CORPORATE SOCIO-ENVIRONMENTAL RESPONSIBILITY RELATIONS	Environment	Conservation and sustainable use Environmental protection actions Learning
	Organizational	Transparency Ethic
HOSPITALITY IN RELATIONS FOR THE RETURN OF COMPETITIVENESS	Risk management	Inherent risk Realized risk Manipulated risk Communication
	Crisis Management	Safety Actions Financial resource
	Resumption of competitiveness	Innovation Disclosure

Source: Prepared by the authors

Table 2
Interview script for the Hospitality construct in business relationships for
Emic - 1st phase

Hospitality in business relationships		
Social	<p>1. In your opinion, how is the organization's friendly relationship with its stakeholders residing in the municipality?</p> <p>2. In your opinion, has there been a change in the organization's established relationships with its stakeholders residing in the municipality after the technological disaster?</p> <p>3. In your opinion, what elements do the hospitality relations of the organization and of its stakeholders residing in the municipality consist of?</p> <p>4. What is your perception of reciprocity in the organization's relations with its stakeholders residing in the municipality?</p> <p>5. In your opinion, how are aspects related to protection understood in the relationships established by the organization and its stakeholders residing in the municipality?</p>	
Private	<p>6. In your opinion, how can the relationship between the organization and its stakeholders residing in the municipality be characterized?</p> <p>7. In your opinion, in the relationship between the organization and its stakeholders residing in the municipality – host and guest relationship – who receives and meets the needs of the other?</p> <p>8. In your opinion, in a host-guest relationship, who offers more social status to the other? The organization for its stakeholders residing in the municipality or vice versa?</p>	Lashley (2004)
Commercial	<p>9. In your opinion, how can the ethical and moral relationship existing in the organization's business transactions with its stakeholders residing in the municipality be presented?</p> <p>10. In your opinion, in the organization's business relationships with its stakeholders residing in the municipality, is it possible to present cases considered to be problems and successes? Can you give an example of each of them?</p> <p>11. In your opinion, do the organization's business relationships with its stakeholders residing in the municipality establish partnerships that raise the social status of all those involved?</p>	

(To be continued...)



Hospitality in organizational relationships		
Economic	<p>1. In your opinion, is the organization's business relationships with its stakeholders residing in the municipality based on mutual cooperation to obtain profits?</p> <p>2. In your opinion, does the organization follow the rites and cultural standards common to its stakeholders residing in the municipality, aiming at the performance of its employees?</p> <p>3. In your opinion, how is the organization's relationship with the business of its stakeholders residing in the municipality?</p>	Lashley (2004) Tsai et al. (2015)
Social	<p>4. In your opinion, how are the organization's social interactions with its stakeholders residing in the municipality in relation to power and dependence?</p> <p>5. In your opinion, how is the organization acting in relation to local demands and its stakeholders residing in the municipality?</p> <p>6. In your opinion, what are the aspects of the organization's social responsibility in relation to the stakeholders residing in the municipality?</p> <p>7. In your opinion, who can be considered a host or guest in the social relationship established between the organization and its stakeholders residing in the municipality?</p> <p>8. In your opinion, what are the limits established in the organization's relations with its stakeholders residing in the municipality?</p>	Gotman (2009) Haslam, Cornelissen and Werner (2017) Souza (2010)
Hospitality in corporate social and environmental responsibility relationships		
Environment	<p>1. In your opinion, does the organization work towards environmental sustainability for the benefit of the quality of life of its stakeholders residing in the municipality?</p> <p>2. In your opinion, does the organization, through partnerships and relationships established with its stakeholders residing in the municipality, operate aiming at the conservation and sustainable use of the environment?</p> <p>3. In your opinion, does the organization, through the relationships established with its stakeholders residing in the municipality, encourage environmental protection and recycling actions?</p>	Martínez, Pérez and Rodríguez del Bosque (2013)
Social	<p>5. In your opinion, does the organization act based on ethical environmental principles with its stakeholders residing in the municipality?</p> <p>6. In your opinion, does the organization participate in social and cultural events promoted by its stakeholders residing in the municipality? in what way?</p> <p>7. In your opinion, does the organization offer socially responsible treatment (health, leisure and education) to its stakeholders residing in the municipality?</p> <p>8. In your opinion, does the organization offer learning and training opportunities for its internal and external stakeholders residing in the municipality?</p> <p>9. In your opinion, how does the organization position itself in relation to individual and cultural differences with its internal and external stakeholders?</p>	ONU BR (2018) Lashley et al. (2011) Claro (2015)

(To be continued...)



Hospitality in relationships for the resumption of Competitiveness		
Risk management	1. In your opinion, how does the organization and its stakeholders residing in the municipality deal with the risks existing in the municipality in relation to dams? 2. In your opinion, can the existing risks in relation to dams be considered inherent, perceived or manipulated? Explain. 3. In your opinion, how does the organization, in partnership with its stakeholders residing in the municipality, deal with the local vulnerability in relation to dams?	Kozc Baloglu Bahar (Gursoy Swan (2007) F Scott-Hc Palaku (2011), (2007), I Mohsink Kumar (Deloi Touc Tohme (201
Crisis management	4. In your opinion, how has the organization positioned itself in relation to its stakeholders residing in the municipality through the crisis established with the dam failure? 5. In your opinion, are the actions carried out by the organization in the face of the crisis capable of remedying the impacts suffered by its stakeholders residing in the municipality? 6. In your opinion, what are the advantages and disadvantages of establishing a company to mediate conflicts arising from the technological disaster?	
Resumption of competitiveness	7. In your opinion, has the organization, in view of the relationships established with its stakeholders residing in the municipality, developed advertising campaigns to reverse the effects of the local crisis? 8. In your opinion, has the organization invested in the development of products and services for its stakeholders residing in the municipality in order to leverage local competitiveness? 9. In your opinion, has the organization, in partnership with its stakeholders residing in the municipality, sponsored or invested in new cultural events to improve the attractiveness of the place? 10. In your opinion, could something more be done, both by the organization and by its stakeholders residing in the municipality, to restore local competitiveness?	

(Conclusion)

Source: Prepared by the authors

From the refinement of Emic's respondents' reports - 1st phase, using the NVivo software and Content Analysis (Bardin, 1977), it was found that the terms primary stakeholder - for those directly affected by the disaster - and secondary stakeholder - for service providers that were indirectly affected by the disaster - were not part of the local vocabulary, and the terms Directly Affected and Indirectly Affected were adopted (Table 3).



Table 3
Constructs, variables and factors defined for Etic 2nd phase with the support of the NVivo software

Construct	Variable	Factor
HOSPITALITY IN BUSINESS RELATIONS	social domain	reception Reciprocity Safety affective bonds
	private domain	Belonging social status ethic
	commercial domain	Partnership Transparency
HOSPITALITY IN ORGANIZATIONAL RELATIONS	economic Development	Directly affected Indirect affected
	Social Development	Directly affected Indirect affected
HOSPITALITY IN CORPORATE SOCIO-ENVIRONMENTAL RESPONSIBILITY RELATIONS	Environment	Repair Compensation
	Social	Repair Compensation
HOSPITALITY IN RELATIONS FOR THE RETURN OF COMPETITIVENESS	Vulnerability	Commercial Location Commercial Communication
	crisis management	Media Hostility and conflict Financial resource
	Competitiveness	Innovation Learning

Source: Prepared by the authors

From the changes, based on the cultural concepts obtained, the questionnaire with the new categories and factors was elaborated, containing 65 affirmatives, validated by specialists in hospitality and administration, distributed among the four constructs, for application in a larger group of the population, corresponding to Etic – 2nd phase (Table 4).

Table 4
Affirmations validated by post-docs, doctors and masters for Etic – 2nd phase

HOSPITALITY IN BUSINESS RELATIONS		
Commercial domain	Ethic	
	1. All the Foundation's actions for those affected are guided by the values of ethics and morals. 2. The Foundation does much more than it has to for all those affected. 3. The Foundation fulfills the agreements signed with all those affected.	
	Transparency	
	4. The Foundation has the autonomy to carry out repair and compensation actions in the municipality. 5. Due to a very demanding administration, the repair and compensation actions planned by the Foundation always undergo internal inspection. 6. The Foundation acts with transparency in all matters.	
	Partnership	
	7. The Foundation is a partner in promoting the well-being of those directly and indirectly affected in Mariana. 8. The Foundation is a partner in Mariana's social development. 9. The Foundation is a partner in the economic development of Mariana.	
	Private domain	affective bonds
		10. I understand that the Foundation is a company that values a good relationship with those indirectly affected in Mariana. 11. I consider the Foundation as a member of the Marian family.
		Belonging
12. Reconheço que a Fundação ocupa espaços que são partilhados com os atingidos diretos e indiretos. 13. Currently, I see a closer relationship between the Foundation and those directly and indirectly affected in Mariana.		
social status		
14. I perceive the Foundation as a positive differential in relation to other municipalities that have been affected by similar tragedies. 15. The creation of the Foundation to address the impacts of the tragedy demonstrates Mariana's importance to the state, the country and the world. 16. I feel important knowing that the Foundation was created to repair and compensate for the damage and losses caused by the tragedy.		
Social domain		Reception
		17. I recognize the challenges the Foundation has to overcome in order to do a good job of reparation and compensation. 18. I always know who to look for at the Foundation.
		Reciprocity
	19. The Foundation works according to the demands of those directly and indirectly affected. 20. Reparation and compensation actions are discussed and decided together with those directly and indirectly affected. 21. I feel the alignment of actions between the Foundation, the government and those directly and indirectly affected for the benefit of all.	
	Safety	
	22. I believe that reparation and compensation will be carried out, as they created the Foundation for this purpose. 23. I feel more confident about the social and economic stability of the municipality with the presence of the Foundation. 24. I believe in the capacity of Foundation professionals for reparation and compensation.	

(To be continued...)



HOSPITALITY IN ORGANIZATIONAL RELATIONS	
Local economic developments	Indirect affected
	25. The Foundation prioritizes local companies for the acquisition of products and services. 26. Unemployment in Mariana is part of the Foundation's reparation and compensation plans.
	Directly affected
	27. In my opinion, what has driven Mariana's economy is the compensation offered to those directly affected. 28. Reparation and compensation of those directly affected is a priority because they were displaced from their place of residence.
Local social developments	Indirect affected
	29. I understand that the Foundation is concerned with the social issues of those indirectly affected. 30. Compensation for the indirect hit is employment, salary or your customer back to your business
	Directly affected
	31. The work carried out with those directly affected is participatory and welcoming. 32. Those directly affected are supported by lawsuits and the Public Ministry, which is why the Foundation pays more attention to them.
HOSPITALITY IN CORPORATE SOCIO-ENVIRONMENTAL RELATIONS	
Environmental responsibility	Compensation
	33. Whatever the Foundation does to compensate for the damage caused to the environment by the tragedy, it will still be little for nature. 34. I am aware of the environmental programs developed by the Foundation.
	Repair
	35. I am aware of the actions being taken to repair the damage caused by the tragedy to the environment. 36. I believe that the Foundation can repair all the environmental damage caused by the tragedy.
Social responsibility	Compensation
	37. The construction of the new Bento Rodrigues and the new Paracatu de Baixo will move the economy through the generation of employment and income. 38. The Foundation's biggest problem is the lack of knowledge of current social needs in Mariana after the tragedy. 39. The Foundation's only obligation is to provide the resources for our managers to act.
	Repair
	40. In my view, the construction of the new Bento Rodrigues and the new Paracatu de Baixo is a form of social reparation. 41. I believe that the Foundation is in a position to repair all the social damage caused by the tragedy in the long term.

(To be continued...)

HOSPITALITY IN RELATIONS FOR THE RETURN OF COMPETITIVENESS	
Vulnerability	<p>Location</p> <p>42. I believe that Mariana today has the safest dams in the country. 43. I realize that the fact that Mariana has dams and one of them has collapsed does not prevent people from visiting the municipality.</p>
	<p>Commercial</p> <p>44. I realize that Mariana is an example for the country, because, despite the tragedy and the reduction in its income, the municipality is up to date with its economic commitments. 45. Commercial vulnerability only became evident after the dam collapse and the mining company's operations came to a halt. 46. I believe that Mariana is a city with many commercial opportunities that go beyond mining.</p>
	<p>Social</p> <p>47. I understand that the Foundation is helping to reduce the social vulnerability of those indirectly affected in Mariana. 48. I understand that social vulnerability in the municipality of Mariana will be resolved in the short term by the Foundation.</p>
	<p>local communication</p> <p>49. The Foundation always informs those directly and indirectly affected about the progress of actions and reparation and compensation programs. 50. Whenever I access the Foundation's website to find out about the results achieved, the information is updated. 51. I trust the Foundation's communications on the results achieved in repairing and compensating for the losses and damages caused by the tragedy.</p>
	<p>Media</p> <p>52. I understand that the Foundation uses local media to show the development of its reparation and compensation actions and programs. 53. I always see the Foundation's publicity about the results achieved. 54. I realize that the media always publicizes the results achieved by the Foundation.</p>
	<p>Hostility and conflict</p> <p>55. I understand that all the residents of Mariana welcomed those directly affected with hospitality. 56. I perceive that the hostility between those directly and indirectly affected occurs mainly due to the financial support offered to those directly affected by the Foundation. 57. In my perception, the cases of hostility among those affected are caused by the differences in values and customs between the residents of the headquarters and the residents of the sub-districts that were destroyed.</p>
Crisis management	

(Conclusion)

Source: Prepared by the authors

Based on the analysis of data from Emic - 1st phase and the results obtained through the use of the SPSS software, version 25, of the



questionnaire applied in Etic - 2nd phase, another round of semi-structured interviews was carried out with nine previously mentioned respondents - Emic – 3rd phase, containing 18 questions extracted from the results obtained with the two previous phases (Table 5).

Table 5
Semi-structured interview script for Emic – 3rd phase

HOSPITALITY IN BUSINESS RELATIONS
1. What is your opinion on the ethics and values used in the Renova Foundation's relations with those directly and indirectly affected in the municipality of Mariana?
2. Do you consider that the relationships established by the Renova Foundation with those affected are transparent in all matters?
3. How do you perceive the Renova Foundation's autonomy to plan and execute reparation and compensation actions?
4. Do you consider the Renova Foundation a partner in the socioeconomic development of the municipality of Mariana?
5. How does the Renova Foundation relate to those affected in Mariana?
6. Do you see the Foundation as an integral part of the municipality?
7. In your opinion, can the creation of Fundação Renova be considered a differential in relation to other municipalities that also suffered from similar accidents?
8. In your opinion, without the Renova Foundation would Mariana's recovery be better or worse?
9. In your opinion, is there an exchange of knowledge and involvement between the Renova Foundation and all those affected?
10. Does the Renova foundation give you more security regarding the recovery of the municipality?

(To be continued...)



HOSPITALITY IN ORGANIZATIONAL RELATIONS

11. How do you see the relationship between Fundação Renova and commercial organizations in the municipality?
12. Does the compensation offered to those directly affected benefit those indirectly affected?

HOSPITALITY IN CORPORATE SOCIO-ENVIRONMENTAL RELATIONS

13. Are you aware of the reparation and compensation programs carried out by Fundação Renova?
14. Do you believe that the Foundation is able to recover or compensate the environment with its actions?

HOSPITALITY IN RELATIONS FOR THE RETURN OF COMPETITIVENESS

15. Do you consider Mariana a vulnerable municipality for there to be a resumption of competitiveness?
- 15a. What can you say about the location and suitability for new activities.
16. In your opinion, what should the Renova Foundation's relationship with the local and national media be like?
17. What is your opinion on the cases of hostility and conflicts that arose in the municipality after the Fundão dam collapsed?
18. In your opinion, how should the Renova Foundation's relations with the government happen?

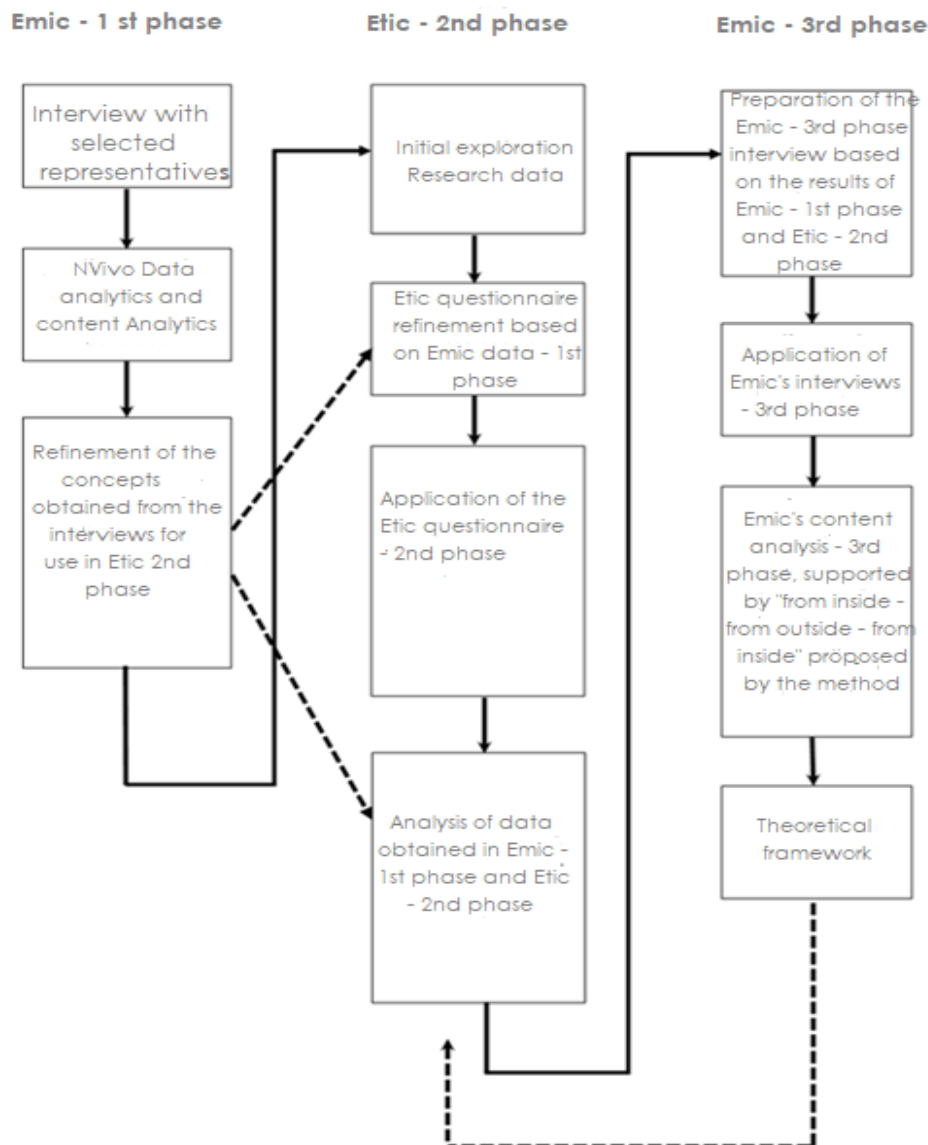
(Conclusion)

Source: Prepared by the authors

The analysis of the reports obtained with the application of the semi-structured interview in this last stage, Emic – 3rd stage, was also carried out based on the teachings of Bardin (1977). Thus, based on what has been exposed, we have the methodological model of the study (Figure 2).



Figure 2
Methodological model of the study



Source: Adapted from Punnett, Ford, Galperin and Lituchy (2017)

RESULTS AND DISCUSSION

Based on the method used for the research, carried out between November 2018 and February 2019, it is noteworthy that, for the Emic stage – 3rd stage, 24 subjects were indicated, three of which had already participated in the Emic stage – 1st phase; seven were not located; two, due to work, had no time available for scheduling; three, scheduled a place and

time, but did not attend; and one, refused to talk about the research topic. Resulting in nine valid interviews for the research (Table 6).

Table 6
Research subjects

Research subjects Emic - 1st phase	Identification	Emic research subjects - 1st phase	Identification
Representative of the Mayor's Office	GPM	Representative of the District of Bento Rodrigues	DBR
Representative of the Mariana City Council	CVM	Representative of the District of Paracatu de Baixo	DPB
Representative of the Health Department of Mariana	SMS	Volunteer Representative - Servas	RSE
Representative of the Secretary of Social Development of Mariana	SMDS	Representative of the Mariana Hotel Association	AHM
Representative of the Renova Foundation	RFR	Local newspaper representative	JPF
Research subjects Emic - 3rd phase	Identification	Emic research subjects - 3rd phase	Identification
Representative of the Mayor's Office of Mariana	RGPM	Former Mayor of Mariana	EXP
Representative of the Mariana City Council	CVM2	Representative of the presidency of ACIAM	RPACIAM
Representative of the Secretariat of Economic Development of Mariana	SDEM	Representative of Mariana's service providers	RPSM
COMAR Representative	RCOMAR	Representative of the Catholic Church	RICM
Representative of the Confraria Capim Canela de Mariana	RCCC		

Source: Prepared by the authors

For the Etic stage - 2nd stage, with the support of local groups, 202 answered questionnaires were obtained, which, when their values were tested, presented as a result the necessary reliability for the continuation of the treatment of the data obtained, configuring themselves as necessary support to carry out the Emic stage - 3rd stage and subsequent analysis of the three stages of the method (Table 7).



Table 7
Construct reliability

Constructs	Cronbach's Alpha Coefficient	Number of Items
Hospitality in business relationships	0,967	24
Hospitality in organizational relationships	0,861	8
Hospitality in corporate social and environmental responsibility relationships	0,799	9
Hospitality in relationships for the resumption of competitiveness	0,935	24

Source: Research data

Based on Bisquerra, Sarriera and Martinez (2004) and Hair (2005), alpha coefficients greater than 0.75 were considered accepted, even because, in exploratory research, the minimum value of 0.60 is supported.

Factor analysis considered as reference measures: the minimum value of the Kaiser-Meyer-Olkin (KMO) coefficient = 0.60; the significance of Bartlett's sphericity test below 5%, thus differing the correlation matrix from the identity matrix; and for the selection of the percentage of variance explained by the component, the cut-off point was adopted with the self-value equal to 1, with the value of the commonalities being at least equal to 0.50. Thus, the results of the constructs indicated the structuring of only one construct depending on the number of statements that composed each factor (three alternatives). In this way, factors with only two alternatives were not analyzed, supporting only the correlation analysis. In the teachings of Hair et al. (2005), linearity is a presupposition of multivariate analysis techniques based on association measures (Table 8, Table 9, Table 10, Table 11).



Table 8
Synthesis of AF applied to Hospitality factors in business relationships

Constituted factors theoretically		Kaiser- Meyer-Olkin measure	Variance Explained %	Bartlett test sign.	Component Coefficients (a)			
Commercial domain	ethic	0,701	77,357	0,000	AF1 0,375	AF2 0,366	AF3 0,395	AF1,2 0,570
	Transparency	0,669	66,856	0,000	AF4 0,385	AF5 0,429	AF6 0,407	AF4,5 0,507
	Partnership	0,745	87,131	0,000	AF7 0,909	AF8 0,950	AF9 0,941	AF7,8 0,789
Private domain	Affective bonds (b)				AF10	AF11	-----	AF10,11
	Belonging (b)	0,500	88,337	0,000	0,532	0,532	-----	0,767
	social Status	0,500	85,681	0,000	0,540	0,540	-----	0,714
Social domain	Reception (b)	0,743	83,340	0,000	AF14 0,357	AF15 0,367	AF16 0,371	AF14,15 0,712
	Reciprocity	0,500	72,275	0,000	AF17 0,588	AF18 0,588	-----	AF17,18 0,446
	Safety	0,756	84,976	0,000	AF19 0,365	AF20 0,362	AF21 0,358	AF19,20 0,800
		0,737	82,566	0,000	AF22 0,373	AF23 0,356	AF24 0,371	AF22,23 0,712

Note: a) Only one component was extracted. The solution cannot be rotated

b) Made up of two statements

Extraction method: Principal Component Analysis. Rotation method:

Varimax with Kaiser normalization

AF - Affirmative (No.)

Table 9
Synthesis of PA applied to Hospitality factors in organizational relationships

Constituted factors theoretically		Kaiser- Meyer-Olkin measure	Variance Explained %	Bartlett test Sig.	Component Coefficients (a)		Correlati
Local economic development	Indirect affected (b)	0,500	74,325	0,000	AF25 0,580	AF26 0,580	AF25,26 0,487
	Directly affected (b)	0,500	72,846	0,000	AF27 0,586	AF28 0,586	AF27,28 0,457
Local economic development	Indirect Affected (b)	0,500	67,888	0,000	AF29 0,607	AF30 0,607	AF29,30 0,358
	Directly affected (b)	0,500	86,043	0,000	AF31 0,539	AF32 0,539	AF31,32 0,721

Source: Research data

Note: a) Only one component was extracted. The solution cannot be rotated

b) Made up of two statements

Extraction method: Principal Component Analysis. Rotation method:

Varimax with Kaiser normalization



Table 10
Synthesis of AF applied to Hospitality factors in corporate socio-environmental responsibility relationships

Constituted factors theoretically	Kaiser-Meyer-Olkin measure	Variance Explained %	Bartlett test Sig.	Component Coefficients (a)			Correlations		
Environmental responsibility	Compensation (b)	0,500	61,244	0,000	AF33	AF34	AF33,3		
					0,639	0,639	0,225		
	repair(b)	0,500	74,849	0,000	AF35	AF36	AF35,3		
					0,578	0,578	0,497		
Social responsibility	Compensation	0,617	52,205	0,000	AF37	AF38	AF39	AF37,3	AF37,3
					0,461	0,480	0,442	0,316	0,247
	repair(b)	0,500	68,642	0,000	AF40	AF41	AF40,4		
					0,603	0,603	0,373		

Source: Research data

Note: a) Only one component was extracted.

b) Made up of two statements

Solution cannot be rotated Extraction Method: Component Analysis
main. Rotation method: Varimax with Kaiser normalization

Table 11
Synthesis of PA applied to Hospitality factors in relationships for the resumption of competitiveness

Constituted factors theoretically	Kaiser-Meyer-Olkin measure	variance explained %	Bartlett's Sig. Test	Component Coefficients (a)				
Vulnerability	Location	0,500	58,367	0,017	AF42	AF43	AF42,0,16	
	Commercial	0,644	57,053	0,000	AF44	AF45	AF46	AF44,0,35
	Social(b)	0,500	83,983	0,000	AF47	AF48	AF49	AF47,0,68
Crisis management	Communication	0,746	81,317	0,000	AF49	AF50	AF51	AF49,0,71
	Media	0,750	86,461	0,000	AF52	AF53	AF54	AF52,0,84
	Hostility and conflict	0,588	57,793	0,000	AF55	AF56	AF57	AF55,0,27
Competitiveness	Learning	0,723	82,748	0,000	AF58	AF59	AF60	AF58,0,82
	Innovation	0,643	62,877	0,000	AF61	AF62	AF63	AF61,0,36
	Financial resources	0,500	70,448	0,000	AF64	AF65	AF66	AF64,0,40

Source: Research data

Note: a) Only one component was extracted.

b) Made up of two statements

Extraction method: Principal Component Analysis. Rotation method: Varimax with Kaiser normalization



In relation to the verification of the significance of the difference between the means of the constructs, the Test of Means was applied. The result revealed the existence of differences in means between the constructs that make up the types of hospitality (Figure 3);

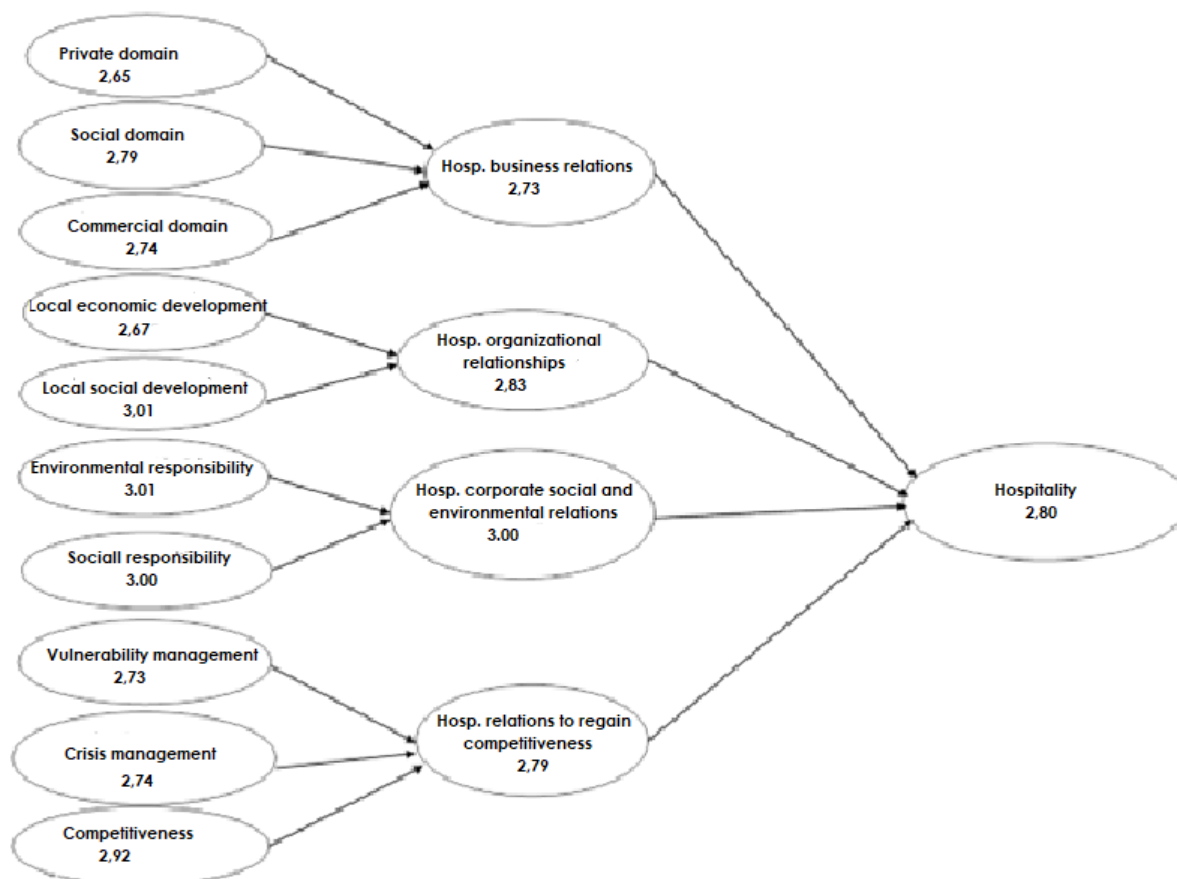


Figure 3 - Synthesis of means

Source: Research data

The four hypotheses of this research were tested, considering the results of the response averages. The values considered for this procedure showed agreement, with the score being greater than 2. Since the scale of points is from 1 to 5. Thus, it was observed that all the averages of the Hospitality constructs presented the lower limit above 2, demonstrating the tendency to accept all hypotheses (Table 12).

Table 12
Hypothesis test

Types of hospitality	N	Average	Standart deviation	Standart error	95% confidence interval for mean	
					Limite inferior	Limite superior
HOSPITALITY IN BUSINESS RELATIONS	202	2,7312	,89646	,06308	2,6068	2,8556
HOSPITALITY IN ORGANIZATIONAL RELATIONS	202	2,8312	,87580	,06162	2,7097	2,9527
HOSPITALITY IN CORPORATE SOCIO-ENVIRONMENTAL RESPONSIBILITY RELATIONS	202	2,9975	,73169	,05148	2,8960	3,0990
HOSPITALITY IN RELATIONS FOR THE RETURN OF COMPETITIVENESS	202	2,7946	,73296	,05157	2,6929	2,8962

Source: Research data

The analysis of the three phases of the method showed that the Renova Foundation entered a territory that was not its own to perform a task for which it had no specific experience. It was created to compensate and repair damages caused by another company, therefore, it is not recognized as responsible for the event, as revealed by the representative of the Renova Foundation: "When I got here I thought: take the fear out of your face. Take the blame out of your face. And then I told everyone here: It's not our fault" (RFR). It can be seen that the foundation did not identify with its stakeholders, making organizational strategies difficult and establishing hostility (Freeman et al., 2007).

For not respecting the differences between the affected groups and not considering that all of them had significant losses in their lives and business, as declared by the indirect affected RCOMAR - 3rd phase: "So, I think our conversation is bitter. And I say it's bitter, because we're from here. It has a commitment to the city and we are seeing what is happening. Time is passing and things don't happen". On the other hand, the Directly Affected RBR – 1st phase revealed: "I interact very well with Fundação Renova". This demonstrates the ambiguity of the Renova Foundation in the guest position (Andrews, 2000), its lack of familiarity with the space and with local practices. This attitude, on the part of the foundation, harms commercial relations, both



in terms of ethics and communication, as it permeates important issues related to inclusion and exclusion, of who should be repaired and compensated, or not (Schänzel et al., 2014; Cockburn-Wootten & Brewis, 2014). The effects of this action are perceived in the hostility and evidenced in the reports of those interviewed Indirectly affected.

The analysis of the data obtained cast doubt on the existence of efforts by the Renova Foundation to regain the municipality's competitiveness. In recent years, no concrete actions were identified for this purpose, as stated by the RPM Indirect Affected – 1st phase: “Look, with the Foundation, we are not satisfied. [...]. It's been three years since the tragedy and, so far, we haven't seen anything real that this is working in favor of the municipality of Mariana”. This indicates that there is no compliance with the signed contracts which, in the view of Darke & Gurney (2000), because there is a monetary exchange in this process, the foundation gives itself the right to postpone the actions in an unsustainable way, making it difficult to resume competitiveness of the municipality. As an example, there is the report of the RFF – 1st phase: As the mining company doesn't work, they thought the Foundation was going to do that. But we didn't come for that. Our actions are actions of reparation and compensation”. The restlessness of a hospitable coexistence in a business relationship with the guest is then demonstrated, since its objectives are not always clear to the host and their ethical and moral values can be unpredictable in the given situation (Bauman, 2009)

In identifying the practices of the private domain and the social domain that support hospitality in business, it was considered that, for the population of Mariana, the sharing of values, the fulfillment of obligations, generosity and belonging are fundamental for hospitable encounters in the Business. The report of RPSM – 3rd phase: “As the governors and directors say, the headquarters are in Belo Horizonte because the best professionals are found in the big centers. These are the words of the board.” By disregarding the municipality as the headquarters for its reparation and compensation



actions, as well as its professionals, the Renova Foundation was left out of what is considered most important for the population: the values, symbols and obligations shared by friendship, family and the social nucleus (Quadros, 2015; O'Mahony, 2015). In this way, he challenged the host's authority with the intention of replacing him in his control of the crisis situation in which the city finds itself. However, this does not prevent the alternation of host and guest positions which, according to Gotman (2009), leaves both hostages in a unique relationship.

The triad of hospitality give-receive-repay can be considered the moderating practice of social relations between the organization and those affected. The survey results emphasize that the Renova Foundation works based on written laws, on the other hand, those affected are guided by unwritten laws of hospitality. Due to the participation of official legal bodies, the population has the feeling that those directly affected are being privileged in relation to compensation and repair of damages, as reported by the indirect SMDS - 1st phase: "This indirect victim, who is the service provider, the trader and who was harmed, is still far from what the Renova Foundation can bring about in terms of improvement". That is, cooperation between those affected and the organization is not perceived, limiting the possibilities of mutual trust and highlighting the lack of standard in relations with the same population (Tsai et al., 2015).

The elements of hospitality applied to businesses that favor organizational development are reflected in the resentment that those indirectly affected have towards the mining company for being responsible for the disaster, as reported by the AHM Indirect Affected – 1st phase: "Samarco is to blame for everything. The dam belongs to Samarco. She couldn't have broken up. She couldn't have killed anyone." Because it is a company located in the private and social domains, due to its actions towards the municipality, they consider that everything should be resolved within the "house". It is in the private domain, through social interaction,



values and rules, that difficulties and constraints are reduced by the protection offered by the host and, in this regard, no stranger or guest can replace him in his responsibility and obligations (Lashley, 2000; Gotman, 2009; Telfer, 2004; Quadros, 2015; O'Mahony, 2015).

The creation of the Renova Foundation, in the imagination of those affected, was a deception or a strategy by the sponsors to make it difficult to compensate and repair the damage caused, as revealed by the RSPM indirect affected – 3rd phase: “I think this Foundation was a strategy, but, in my understanding, it would be difficult for two companies with different interests, which own a company that caused... to manage all this mess”. We observe the reduction of reciprocity, a key element in hospitality relationships to achieve goals, whether by the guest or the host (Lashley, 2000). Hospitality in business relationships, as it involves monetary exchange, may disregard the return to the host due to the fulfillment of a contract, focusing on performance, rationalization, productivity and profit. The main objective is productivity and profit to maintain the organization's existence in the market (Gotman, 2009; Quadros, 2011, Locwood & Jones, 2000).

The resumption of competitiveness of the municipality is only glimpsed by those indirectly affected through the reciprocity of the Renova Foundation and through its true desire to involve the entire population, as exemplified by the RGPM Indirect Affected – 3rd phase: “I received a group of local taxi drivers here [...] and they spoke to me: Did you know that Renova does not use local taxis? Do you use a taxi from Belo Horizonte? So, when someone is going to take someone to Belo Horizonte, they call a Belo Horizonte taxi”. As explained by Lynch et al. (2011) and Lashley (2000), reciprocity, exchange and sharing favor hospitable behaviors and union to achieve a common goal, as they are elements that underlie society. However, in addition to the characteristics related to the social domain - attributions of a city in terms of physical space and its location -, the population of Mariana-MG is governed by the private domain and its business relationships are guided by this



dimension, as demonstrated by the Affected indirect RCCC - 3rd phase: "Not everyone is getting any benefit. Renova is hiring not everyone, giving them opportunities. In that sense, I understand not. I didn't see any action for businessmen to promote trade". Regardless of the characteristics of the commercial domain, we observe the importance of sharing for those who belong to the circle of friends of the social nucleus, in this specific case, the population considers itself a single family (Quadros, 2015; O'Mahony, 2015).

CONCLUSION

It was considered that hospitality acts as a crisis moderator through the triad give-receive-repay, being observed through the reports of those affected. For 40 years, the relationships established between the mining company and its stakeholders walked in harmony, based on the rites of hospitality, in which those involved took turns in the roles of host and guest, as they understood that everyone was responsible for economic and social development. of the municipality. In the view of those affected, this should be resolved "at home", that is, within the domestic domain.

Regarding the objective, the research results point to a tendency for hospitality to be a competitive factor in crisis management between organization and stakeholders in a given community, provided that both parties make an effort to make this happen. However, they question whether this is a priority for the Renova Foundation, as concrete actions have not been identified in recent years for the resumption of competitiveness to take place. What can be seen is a very close relationship between the Renova Foundation and those directly affected and a greater effort for the construction of Novo Bento Rodrigues and Nova Paracatu de Baixo. In addition, despite the signing of several agreements, the Foundation has not been fully complying, especially with those indirectly affected, causing damage to the local economy and, consequently, to social development.

It was considered that the specific objectives were achieved:



a) Identify practices related to the private and social and commercial domains that support hospitality in business: In the private domain, sharing values, fulfilling obligations, generosity and belonging are fundamental for the resumption of competitiveness after a crisis situation. However, it was not possible to consider the Foundation as belonging to the municipality, since its headquarters are located in Belo Horizonte as well as those with decision-making power. Thus, actions are agreed in the social and commercial domains, based on the signing of adjustment terms to guarantee a possible repair and compensation with the help of legal procedures. The fact that those affected consider Samarco S.A. as “family”, they claim that agreements and actions should be dealt with in the private and social domains. Having to deal now, in the commercial domain, with the Renova Foundation, makes many encounters and interactions moments of hostility.

b) List the hospitality practices between the organization and stakeholders that moderate the power relations: It was considered that the hospitality triad – give-receive- reciprocate – is the moderating rite in the relations between the organization and its stakeholders.

When comparing the relationships of Samarco S.A. and the Renova Foundation maintained with its stakeholders, it is clear that the former was guided by the triad of hospitality, while the latter is guided by written laws and the power of the Public Ministry to repair and compensate those affected.

c) Identify which are the elements of hospitality applied to business that favor sustainable organizational development: It was considered that the competitiveness of the municipality is still based on mining activities and entrepreneurship is not characteristic of the population. Therefore, among the elements of hospitality, cooperation is the most present for sustainable organizational development.



d) Check which are the elements of hospitality that strategically contribute to the resumption of competitiveness: any strategy for resuming the competitiveness of the municipality must involve the entire population, as its residents live in the dimension of the private domain and their commercial relationships are based on the characteristics of it belonging. Reparation and compensation agreements must be defined through the rites of this domain based on the recognition of the other and respect for their peers.

As for the research hypotheses:

H₁ - Hospitality applied to business is composed of practices belonging to the private, social and commercial domains.

H₂ - Hospitality acts as a moderating element in the power relations between the organization and its stakeholders.

H₃ - Hospitality applied to business acts as a moderating element in sustainable organizational development.

H₄ - Hospitality applied to business acts as a moderating element in the strategy to regain competitiveness.

All were accepted in the hypothesis test carried out in the Etic stage – 2nd stage and confirmed with the application of the Emic stage – 3rd stage.

As limitations of the method, it was observed the need for a longer time for its application, since each step requires that its data be analyzed in order to proceed to the next phase. The large amount of data obtained is also a limitation, demanding greater concentration from the researcher in relation to his research objective. Finally, there is the cost, which can be high due to displacements, data collection, transcriptions and analysis procedures. However, the Emic-Etic-Emic approaches proved to be very efficient for the research proposal.



It is necessary to point out that, according to the analysis of the results, the characteristics of those indirectly affected are collectivity, protection, collaboration, trust, ethics and generosity. Elements of hospitality that could only be listed based on the method used and which is based on respect for the local culture.

The academic and organizational contribution lies in the procedures listed in the identification of negative and unpredictable events and in the management of the crisis caused by their impact. Therefore, it is considered interesting that it be applied in other crisis management processes caused by events of different nature and in different locations depending on the characteristics of the local culture.

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Authors' contribution	
Vanuza Bastos Rodrigues	Development of the theoretical framework, methodology, data collection and analysis of results.
Elizabeth Kyoko Wada	Development of the theoretical framework and methodology.

