

The practice of service quality: Hotel case

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Suggested Citation:

Yurtseven, G. & Muluk, Z. (2016). The practice of service quality: Hotel case. *Global Journal of Business, Economics and Management: Current Issues*. 6(1), 20-34.

Received 11 March, 2016; revised 05 April, 2016; accepted 25 May, 2016.

Selection and peer review under responsibility of Prof. Dr. Andreea Iluzia IACOB, Bucharest Academy of Economic Studies, Romania.

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Abstract

The service sector differs from the goods sector with its own characteristics. The service quality has an abstract structure since the services include abstract qualities. Therefore "perceived service quality" term is used instead of the quality of service. Perceived service quality is the perception difference as a result of evaluation process in which the expectations of consumer about performance of service before use and the real service experience after use. Perceived service quality should meet or exceed the expectations of consumer to be considered as satisfactory. The satisfaction from service increases as the service quality increases and thus the demand of consumer to reuse the service increases. That is to say, ensuring the consumer satisfaction in the hotel administration has an important role for consumers to prefer the same enterprise and the enterprise ensuring the consumer satisfaction has a great advantage in competition or keeps itself out of the price competition by increasing its service quality in this sector including significant demand fluctuations. Thus, enterprises ensure the increased efficiency, reduced costs and continuous employment of personnel in the enterprise.

Keywords: Total Quality Management (TKY), Hotel administrations, Quality

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1. Service Sector and Characteristics

Services and service sector have an important place as an economic activity in the developed countries and economies. Because, service sector is an indicator of welfare and development level of countries. Also, many various service types (health, financing, education, sport, law, recreation, etc) have emerged due to the increase and differentiation of needs of people as a result of advanced technologies. The increase in average income level per person in developed countries caused to increase of purchasing power of people to buy goods such as house, automobile, electronic devices, etc and the increase in leisure time caused people to spend more time for entertainment and recreation activities. It is accepted that the trend in travel and holiday, in which service sector has a significant role, is associated with the increase in the personal income level (İçöz, 2005).

Service is defined as activities presented to consumers against a price for satisfaction or benefit and may or may not be due to a physical production according to Kotler, Bowen and Makens (Kotler, Bowen & Makens, 1996). General characteristics of almost all services; abstractness / Intangibility, synchronism/inseparability (consumer participation in and being a part of service production process, taking advantage of service together with other consumers), consumers are not the ownerships, importance of time factor (importance of timely presentation of service and demand fluctuations due to time), different structures of distribution channels, services cannot be stocked/stored (easy perishability), variability/heterogeneous/not standardized (variation according to provider or receiver the service), difficulty in quality management (human factor, inevitability from defects and variation of service production in terms of quality and standardization). The service management is harder than management of industrial products because of above mentioned characteristics (Lovelock, 1996; Zeithaml, Parasuraman & Berry, 1985; Zeithalm, Berry & Parasuraman, 1996; Kotler, Bowen, Makens, 1996; Palmer, 1994; Hart, Heskett & Sasser, 1990).

1.1. Development Tourism Sector as a Service Sector in the World and Turkey

Traveling demand, increased because of economic and politic reasons, is effective for consumers from different income groups as a result of competition environment as a consequence of rapid development of information, communication and transportation technologies beyond expectations. International competition in tourism increased in 1980s and 1990s and especially 1990s was a period when the world tourism had continued to increased consistently but the competition environment had also intensified. The changes in political and economical foundations and choices such as financial liberalization as the beginning of international globalism and experienced after 1980, rapid changing of political regimes of Eastern European countries into liberal regimes and removal of limiting obstacles of travel freedom are the determinants. The annual average growth rate of tourism activities in the first rank among services sector was %6,8 between 1980-2005. The share of tourism increased to %15,0, a high rate due to development trend, in total international trade volume in addition to the mentioned increased at the end of this period and today this sector is defined as 'Travel Industry' because of this reason (Undersecretariat of State Planning Organization, 9th Development Plan 2007-2013, Tourism Specialization Commission Report, 2006).

While the share of international tourism market is growing in tourism as one of the fastest growing sector in the world, the competition among countries attracting tourist is increasing to get the biggest share in the market. While the annual average of national income was %3,5 in the last ten years, the income increase caused from international tourism actions was recorded as %4,0. Tourism is one of the sectors leaping forward in the last 30 years in Turkey economy in terms of its value added, employment and foreign exchange income. (2010-2014 Strategic Plan 2010 of Ministry of Culture and Tourism; Undersecretariat of State Planning Organization, 9th Development Plan (2007-2013), Tourism Specialization Commission Report, 2006).

The number of tourist in the world will be 1,5 billions and total tourism income will be 2 trillions USD in 2020 according to the findings obtained from research for 'Tourism Vision for 2020' conducted

by World Tourism Organization (UNWTO) related to the trends of future years and consumer profiles. It is estimated that the retirement period will extend, more time and source will be allocated for holiday and the place of people at the age of 65 and over in total tourism activities will increase in parallel with the prolongation of total human life when the new trends in tourism sector are analyzed as a determinant sub-sector of GNP in the countries where tourism sector is developed. The average working period will be shortened and the time spent for holiday will increase, the growth in international tourism demand will continue and the number of travel and long distance travel during year will increase. It is observed in the research that the preference of holiday makers is changing from sea sand sun triple to entertainment, education, environment triple. This situation causes countries not to organize seasonal tourism activities but to organize tourism activities all year round (2010-2014 Strategic Plan 2010 of Ministry of Culture and Tourism; Undersecretariat of State Planning Organization, 9th Development Plan (2007-2013), Tourism Specialization Commission Report, 2006).

1.2. Characteristics of Tourism Sector in Turkey and Quality Concept and Importance in Tourism

Turkey is an ordinary country in Mediterranean in terms of first three factors as sea sun sand in traditional tourism. However, it has a unique superiority in the same geography with its rich historical and cultural values, natural resources, art objects, gastronomy, folkloric characteristics and people. It has the potential to have a voice in the world market of tourism industry with these characteristics. Tourism sector has begun to take a significant place in economic and social life as a result of promotions and advertising activities provided for tourism investment and enterprises in order to make use of tourism potential of Turkey presenting a great richness and variation with its historical and cultural heritage and natural resources. However, Turkey could not achieve the intended position in the market and tries to get competitive advantage with low price policy in spite of these opportunities and developments. Turkey needs policies, which emphasize tourism types eligible for comparative competitive advantage and aim to increase the service quality, in addition to effective advertisement and marketing strategies in order to sustain the development trend of tourism sector. That is to say, the increase of quality will be possible with the variation in tourism and increase of quality. This shows that the providing of 'high quality service' has a vital importance in the success of enterprises in travel industry and tourism sector. In such case, Turkey will face with a very intense competition and the key element of the competition will be the 'total quality' (Örücü, 2002:230; Fick and Richie, 199; 2010-2014 Strategic Plan 2010 of Ministry of Culture and Tourism; Undersecretariat of State Planning Organization, 9th Development Plan (2007-2013), Tourism Specialization Commission Report, 2006).

'Quality' is one of the most important consumer trends in the last 20-30 years. In addition to this, the researches show that the providing consumers more quality service than competitors is the most important factor affecting the performance of an enterprise in long-term. Today, enterprises understand that they should continuously seek for better and quality and produce and provide quality service in international standards in order to be successful to meet the increasing expectations and competition and provide the continuity of activities. Quality provides strategic benefits such as reducing the production cost, increasing the efficiency, increasing the market share, etc. At this stage, the service quality in modern tourism industry became important and the 'Total Quality Management' concept was emerged that emphasized the continuous development, customer and employee satisfaction and participation (Augustyn & Ho, 1998; Gurbuz, 2000, Örücü, 2002; Özer, 1998).

Quality is defined as the conformant degree of product with the determined characteristics of that product from the point of view of producer and the degree of satisfaction of needs and demands from the point of view of consumer. Accordingly, the quality and total quality management (TKY) are considered as a management way that is focused on customer satisfaction and applied the quality defined by customers to all enterprise process and activities to increase the efficiency (Özer, 1998; Tek, 1997). Total quality management is not an understanding that only anticipates the quality and

efficiency. It is an understanding based on change for continuous development in a system integrity, all aspects of an organization or its activities, human behaviors, methods and techniques used in processes, work environment, goods or services, that is in whole organizational culture (Akal, 1995).

Total quality improvement is a culture beyond being a program or a project. Culture is the primary determinant of organizational environment. Organizations must determine whether their culture provides an environment that is suitable for total quality or not and change the enterprise culture if the result of that determination is negative before they attempt to total quality revolution (Balkin, Dolan & Forgues, 1997).

'Service quality' has an intangible structure since services are intangible and service quality forms the focus point of service presentation. Quality is usually an important evaluation criteria used by consumers to compare a service provided by an enterprise with the services of other enterprises. Quality may be explained as 'meeting of consumer expectation' (consumer satisfaction) in service sector. Because of this reason, the 'perceived service quality' term is used instead of service quality. Perceived service quality is the perception difference as a result of evaluation process in which the expectations of consumer about performance of service before use and the real service experience after use. Perceived service quality should meet or exceed the expectations of consumer to be considered as satisfactory. The satisfaction from service increases as the service quality increases and thus the demand of consumer to reuse the service increases (Grönroos, 1984; Asubonteng, McCleary & Swan, 1996, Gurbuz, 2000). That is to say, ensuring the consumer satisfaction in the hotel administration has an important role for consumers to prefer the same enterprise and the enterprise ensuring the consumer satisfaction has a great advantage in competition or keeps itself out of the price competition by increasing its service quality in this sector including significant demand fluctuations. By this way, enterprises ensure the increased efficiency, reduced costs and continuous employment of personnel in the enterprise. The different characteristics of services provided at hotels require employees to show high performance to ensure this satisfaction (Topaloglu & Sökmen, 2001; Kotler, Bowen & Makens, 1996; İçöz, 2005).

1.3. Requirement of Quality Researches and Studies in Tourism Sector

The importance of human resources became an actual topic at the end of 1980s and the training and development of employees in the 'customer satisfaction', 'quality', 'efficiency' and 'employee satisfaction' were emphasized at the end of 1980s although tourism industry is a labor-intensive sector (Asikoglu, 1997). It was determined as a result of a study conducted in 1996 that %87,0 of hotel administrations considered 'quality' as a strategic topic and %82,0 of hotel administrations aimed to train employees based on quality (Hoque, 1999).

The labor turnover rate is high and education-development rate is low at global level in spite of such developments (Jameson, 2000). The labor turnover rate varies %30,0-115,0 in tourism enterprises in USA (Birdir, 2000). It is determined the labor turnover rate in Turkey is high as a result of studies conducted in Turkey. It was determined in the tourism industry labor force research conducted by Turker in 1998 that the labor turnover rate was %59,0 in Marmaris, %30,0 in Ankara and İstanbul and varied between %100 and %200 especially at new founded hotels (1-2 years). It was also determined as a result of another research that the level of leave of employment in the first 6 months after beginning to work was very high (Ertan, 1997:143). It can be expressed that the high level of labor turnover rate causes to new costs for employment of new personnel and puts enterprises into trouble when the cost of an employee for enterprise in terms of both economical and time during employment, learning the job and actively working process is taken into account (Akoglan, 1998).

The data of Hospitality Training Foundation shows that %64,0 of enterprises does not include any in-service training/development plan and %43,0 of enterprises allocates budget for training/development in tourism sector in England (Jameson, 2000). The unemployment problems of people educated in tourism field in Turkey, high level of labor turnover rate and wide-spread seasonal

employment except metropolitan enterprises are defined as the labor force problems in the tourism sector in the Tourism Specialization Commission Report (2001). On the other hand, the unqualified workers are preferred instead of personnel trained in tourist facility because of low wages and apprentices are employed without paying any wage (Tourism Specialization Commission Report, 2001:95-96, Tourism Specialization Commission Report, 24 January 2006:36, Undersecretariat of State Planning Organization, 9th Development Plan (2007-2013).

The researches present that especially small scale enterprises in the sector take advantages of local labor market at the employment stage and also allocate a very limited budget for this purpose (Seymen, 2002). It is stated in the research conducted by Su (1999) that %68,0 of employees are informed about outline of work, %13,0 are not informed about work and they have to learn by themselves in time when they begin to work.

Employees to be employed in tourism enterprises have information and experience from formal or non-formal education programs and/or enterprises in the sector or in other sectors. Consequently, the new enterprises in which they will begin to work do not have complete information about their knowledge, skills and experiences. The new employees, considered as educated, may not have proficiency yet and also be equipped with irrelevant knowledge and skills (Unal, 1996). Training may sometimes be needed because of reasons such as new adopted legal requirements, use of a new technology, new customer demands, penetrating into to new markets, new management approaches, new working methods or changes in procedures, etc (Noe, 1999).

The requirements should be clearly and completely determined to provide adequate efficiency from training program. In addition to this, the physical and psychological state of service provider when establishing relationship with customer may impact the standard of the service provided. Thus, service quality may differ according to enterprise and person providing service, time and even hours in a day. The service enterprises must try to standardize the service quality within the bounds of possibility with attempts such as selection and training of human resources, standardization of service-performance process in all units of enterprise, application of customer questionnaires/complaint/recommendation systems to determine or correct the faulty services and follow up the customer satisfaction in order to minimize these differences (Kotler, Bowen and Makens, 1996).

The increase of employee performance is one of the responsibilities of directors regardless of the type, working field and size of the enterprise. The directors must make an effort in the subjects such as motivation, increase of performance, increase of organizational commitment of employees, etc in the hotel administration. The skill variety, task identity, importance of task, freedom in performing task and feedback must be provided according to basic task of employees in order to increase the performance of employees (Allen & Meyer, 1990; Togaloglu & Sökmen 2001).

Performance is the quantitative and qualitative expression of achievement, in other words gain, of a person, group or enterprise performing an activity in terms of target of that activity. The employee performance is the achievement of work that is defined and suitable for skills and characteristics of employee within reasonable limits (Bas & Tartar 1991; Erdogan, 1991). The required characteristics should be provided in order to realize the performance in compliance with the definition. The adequate effort made by employee while working, the skill of employee to fulfill the work in the desired standards and the organization of enterprise to create an atmosphere to provide personal support for employees and prevent the conflicts are included in these characteristics (Seymen, 1995).

Hence, it is determined in a study that the directors in tourism sector focus on 'employee empowerment' at an increasing level compared to previous periods and require the distribution of responsibility to the lower positions (Hoque, 1999:66). Because, unless investment is made in human resources, physical and technological equipment and economic development will not be sufficient and meaningful alone in the increase of service quality and continuous development (Asıkoglu, 1997).

1.4. Content and Benefits of Quality Activities

The developments in tourism sector present the importance of development of employees by considering working employees or employees to work from a different point of view by directors which aim to achieve a competitive advantage by providing modern and quality service (Seymen, 2002:17). Tourism enterprises must pay attention to in-service training as an integral improvement process of quality, prepare training programs in compliance with their needs by making cooperation with training institutes and establish R&D units by applying these training programs according to the Tourism Specialization Commission Report, April 2001.

‘Training and development’ in enterprises are defined as the whole of efforts made by the management in order to increase the performance of employees from employment stage to leave of employment stage (Basbogaoglu, 1999).

Today, the in-service training and development activities are significant for administration understanding focused on customer satisfaction and should be considered separate for both new and working employees. The orientation training is the priority step for new employees during this process (Seymen, 2002:18; OTED 2003:85). The training provided for new employees or employees changing department in the same enterprise beginning to work is called orientation training (Özçelik, 2000:194). Orientation training is defined as ‘the training provided for an employee, who applied to the enterprise for employment, to begin to work as a new employee of that enterprise after the application is approved’ by Askun (1978) and as ‘the efforts for orientation to new workplace and socialization’ by Mestre and colleagues (1997) (Askun, 1978; Mestre, Steiner and Steiner, 1997). Organizational socialization is ‘the process in which the people participated in an organization or changed to another work within the organization learn the expected attitudes, values and behaviors’. Orientation training is a kind of ‘organizational socialization’ and includes the change to give up the previous attitudes, values and behaviors and acquire the new ones and learning the organizational targets and tools, tasks, responsibilities, organizational norms and values required to achieve these targets (Can, Akgun & Kavuncubasi, 2001).

The organization of orientation training in tourism enterprises within a frame of plan and program and at sufficient level is the most important human resources problem in the sector. This is because of the lack of an effective and complete organization for human resources management in the sector and shortage of in-service training and development functions to meet the requirements in this scope. The lack of orientation training, that is the first and the most important step of in-service training and development process, causes to problems such as high labor turnover rate, delay in period of orientation to the work and enterprise, increase in faults, loss and wastage in service production,, increase in customer complaints, low motivation as a result of misemployment and long-term and high cost training requirements, etc (Seymen, 2002).

Putting the tourism potential of the country into the tourism service requires a serious, conscious and scientific activity by considering its sustainable characteristics. Following the economic, social, cultural and environmental developments, efficient international relations, rational use of tourism assets and maximization of tourism income can be provided with an effective planning in tourism (Undersecretariat of State Planning Organization, 9th Development Plan (2007-2013), Tourism Specialization Commission Report, 2006).

2. Significance of the Research

The significant developments were provided in the tourism sector and the share from the world tourism market was increased as a result of paying attention to the tourism investments and international advertisement activities according to the 9th 5 year development plan (2007-2013)

report. The more important position may be achieved in the future. Again, according to the same report, the priority will be given to the total quality improvement. The certification system, that will provide the standardization in tourism training and quality, efficiency and development of work quality and determination of qualification levels required for employment, shall be established. The lifelong learning strategy will be developed to increase the employment qualifications of people according to the requirements of labor force market and developing and changing economy. The labor force will be trained in the fields which economy requires by taking into account the lifelong learning strategy in order to develop the information systems of labor force market, provide a more flexible structure for training and labor force market and increase the employment and labor force efficiency. The increase of quality of services and variation of marketing channels are aimed in order to realize the vision as 'the tourism sector of Turkey, as a sector that adopted the sustainability principle, will be the sector that has trained and qualified labor force, high level of technical infrastructure, facilities and services, improves the life quality of countrymen, creates its own sources, makes self-control, competes with destination points of competitors and has a high level of internal productivity'. 'Total Quality at Destination Point' concept should be developed and adopted in the tourism sector of Turkey that has a superior position in terms of international standards in physical quality of facilities (Undersecretariat of State Planning Organization, 9th Development Plan (2007-2013), Tourism Specialization Commission Report, 2006).

3. Purpose of the Research

The researches in tourism field are required when the share and importance of tourism sector is taken into account in terms of country economy and development. This research was planned and conducted in order to determine the 'total quality' applications at hotels and trainings subjects which employees need.

4. Research Method

The research was first covered all 5 star and boutique hotels in Ankara city but the questionnaire was not applied at all hotels since independent 5 star and boutique hotel administrations did not allow. Because of this reason, the research was conducted at 5 star hotels included only in national and international hotels chain which allowed for the research by using the data obtained from voluntary employees who accepted to participate in the research. Consequently, the research was conducted at 5 star and 1 boutique hotel in Ankara and total 237 questionnaire forms were collected.

The questionnaire form developed by researchers was used in the research. The questionnaire form is consisted of 3 sections. The first section of the questionnaire includes the questions related to the hotel information and determination of quality applications, the second section of the questionnaire includes the comments of participants related to the total quality management and training subjects related to this matter and the third section of the questionnaire includes the personal information of participants.

The research data was obtained as a result of delivery of questionnaire form that is developed and of which the last form is given by the researchers after applied on a sample group, to the human resources department by making required explanations and then collection of these questionnaire form after they are filled by voluntary employees participated in the questionnaire activity.

Chi-square (χ^2) analysis was used in the data analysis after coding stage because of common use field and flexibility of that analysis in social science studies (Kurtulus, 1981). The statistical analysis was made by using SPSS 17 statistics packaged software in the research.

5. Findings and Discussion

The questionnaire forms were filled by 237 employees working at 5 star and boutique hotels in Ankara. %34,4 of participants are women and %65,6 of participants are men in the research. The average age of the participants is $30,71 \pm 8,7$. The most intensive age group of participants is 25-34 age group with a rate of %46,7. %43,0 of employees is graduated from two-year vocational high school and higher education, %32,5 of employees are graduated from high school, %19,0 of employees are graduated from secondary school and lower education. %5,5 of employees did not response this question. %67,9 of employees are working at 5 star hotels and %32,1 of employees are working at boutique hotel. 232 employees responded the questions related to the status and %11,2 of this number is manager, %20,3 of this number is chief (medium level) and %68,5 of this number is lower position employee.

228 participants responded the questions related to their departments. According to the responses, %31,1 of employees works in hotel housekeeping department, %16,7 of employees works in human resources department, %13,2 of employees works in office/concierge department, %10,1 of employees works in food and beverage department, %6,1 of employees works in security department, %5,7 of employees works in accounting department, %4,8 of employees works in technical service department and %3,9 of employees works in sales/marketing department. %8,4 of employees did not answer this question.

The term of employment of employees at the hotels is as followings; %37,9 for 1-4 years, %26,0 for 5-9 years, %17,8 for 10-14 years, %10,5 for 15-19 years and %7,8 for 20 years and longer.

5.1. Information Level of Employees about Quality and Quality Certificate of Hotels in which They Work

While the slightly more than half of 216 employees (%54,2), who responded the question 'Do you know what total quality is?', stated that they knew what total quality was, almost half of them (%45,8) stated that they did not know what it was and this difference is not statistically meaningful ($P > 0,05$). %78,9 of 133 employees, who responded the question 'Is there any brand standard specific to your hotel that is applied at your hotel?', stated that there was a brand Standard specific to the hotel and %21,1 of responders stated that there was not a brand standard specific to the hotel " $(P < 0,05)$ ". 59 of 237 employees responded the question 'What is brand Standard specific to your hotel?'. %57,6 of responders stated that there was 'International Hotel Chain Standard' at the hotel, %39,0 of responders stated that there was 'Turkish Hotel Chain Standard' at the hotel and %3,4 of responders stated that there was TSE Certificate at the hotel. The difference among these results is statistically meaningful ($P < 0,05$).

The hotels, which accepted to participate in the research, are the national or international hotels. Thus, it is obliged and required for them to apply the 'quality and brand standard' specific for their hotels in order to maintain the quality standards of their chains. The hotels, which do not have brand standard specific to them, may be the hotels which have TSE Certificate and fulfill the requirements to issue this certificate.

94 employees (%39,7) responded the question 'How long is the brand Standard specific to the hotel is applied?' and 143 employees (%60,3) did not respond this question. %46,8 of responders stated that the brand Standard was applied for 1-4 years, %20,2 of responders stated that the brand Standard was applied for 10-14 years, %18,1 of responders stated that the brand Standard was applied for more than 15 years and %14,9 of responders stated that the brand Standard was applied for 5-9 years. This difference is statistically meaningful ($P < 0,05$). The high level of non-response of employees may present that complete data is not available about this subject. It is also understood that the date of application of brand Standard at hotels does not go back a long way and the brand Standard is applied in almost half of the hotels (%46,8) for 1-4 years when the answers are taken into account.

116 employees did not respond to the question "Are the total quality management activities are applied at the hotel?" and %73,0 of 121 responders stated that the total quality management activities were applied. The result is statistically meaningful ($P < 0,05$).

%63,7 of employees did not respond the question "How long are the total quality management activities are applied at the hotel" and %63,7 of employees responded the question. %55,8 of 86 responder stated that the total quality management activities were applied for 1-4 years, %18,6 of responders stated that the total quality management activities were applied for 5-9 years, %14,0 of responders stated that the total quality management activities were applied for 10-14 years. The difference among results is statistically meaningful ($P < 0,05$).

The low rate of responding these questions and the result as shorter than 1-4 years (%55,8) stated by responders cause to the thought that the employees do not have a proper information about applied quality standard and the hotel administrations increase their activities for total quality management for a period shorter than 5 years.

5.2. Difficulties in the Application of Total Quality Management

75 employees responded and 162 employees did not respond the question related to the difficulties in the application of 'total quality management' at the hotels. It was stated that more than one choice might be responded to the question. The most common difficulties are respectively 'great expectation in short time' (%23,8), 'nonuse of effective measurement methods' (%18,5), 'lack of continuous training' (%17,8), 'inadequate planning' (%16,1), 'not promoting changes in the organization' (%15,5) and 'lack of support of management' (%8,3) according to 168 responses.

5.3. Comments of Employees about Important Factors to Empower the Total Quality Management in the Organization

94 employees responded the question 'What are the most important factors to empower the total quality management in the organization?'. It was stated that more than one choice might be responded to the question and the most important factors are respectively 'the increase of employee development and participation' (%27,0), 'continuous learning and innovativeness' (%22,6), 'customer orientation' (%21,8), 'announcement of company policies in the organization' (%14,7) and 'increase of cooperation with other organizations' (%13,9) according to 252 responses. .

These findings present that the employees firstly pay attention to the subjects related to the self-development, innovations and customer orientation but they do not consider the training subjects such as company policy, etc.

5.4. Comments of Employees about Trainings to be Organized at the Hotels

%95,4 of participants responded the question 'Would you like a training program related to the total quality management at the hotel?'. %83,6 of responders stated that they wanted to have training about this subject. This result presents that most of the employees want to have training about this subject.

%76,4 of participants responded the question 'Which organization would you prefer to have this training from?' asked to the employees who wanted to have training about total quality management. %35,4 of responders stated that they would have training from private training institutes, %29,8 of responders stated that they would have training from universities, %23,2 of responders stated that they would have training from TSE (Turkish Standards Institution) and %11,6 of responders stated that they would have training from KalDer (Turkish Quality Association).

Total Quality management accepts the importance of training as a management system based on customer and employee satisfaction. The training of employees is one of the headings to be primarily emphasized in all certification activities

5.5. Opinions about Training for New Employees

Total 453 responses were collected from 194 employees about training subjects for 'new employees'. The rates of training subjects required by employees are similar and respectively 'information about work and job orientation' (%36,0), 'in-service training and information about hotel' (%33,8) and 'information about working method' (%30,2).

The priority training subject required by managers, chiefs and employees is the 'information about work and job orientation' (managers %45,7, chiefs %35,1 and lower position employees %35,0) when the training of new employees are considered according to the status of employees. However, the chiefs and lower position employees stated the 'in-service training and information about hotel' subject following the above mentioned subject and the rates of responses are similar (chiefs %34,0, lower position employees %34,7).

Both men and women employees primarily stated the 'Information about work and job orientation' subject and the rates of responses are similar (women %37,7, men %35,1) when the training is considered in terms of gender. The 'in-service training and information about hotel' is the second subject stated by both women and men employees and the rates of responses are similar (women %33,8, men %33,7).

The 'information about work and job orientation' is the most important subject for employees graduated from secondary school and lower education (%38,6) and high school (%35,7) and the 'information about work and job orientation' and 'in-service training and information about hotel' are the most important subjects for employees graduated from two year vocational high school and higher education with the same rate of %35,1 when the training subjects for new employees are considered in terms of education level (Table 1).

Table 1. Training Subjects for New Employees Stated according to the Last Graduation Degree

Training subjects	Last Graduation Degree						Total
	Secondary school or lower education		High school		Two year vocational high school and higher education		
In-service training and information about hotel for new employees	26	%31,3	52	%33,8	66	%35,1	144
Information about work and job orientation for new employees	32	%38,6	55	%35,7	66	%35,1	153
Information about working method for new employees	25	%30,1	47	%30,5	56	%29,8	128

The 'information about work and job orientation' is the most important training subject stated by employees when this matter is analyzed in terms of term of employment (1-4 years %35,8, 5-9 years %36,5, 10-14 years %36,8, 15-19 years %36,2, 20 years and longer %34,4).

The 'information about work and hotel' is the priority subject for both criteria when the responses of employees are analyzed in terms of gender and age. This response of employees is very acceptable

in tourism sector in which the Works and departments are interrelated and accordingly team work and communication between departments are very important.

5.6. Opinions about Training of Employees

188 employees responded the question related to the trainings for employees and total 509 responses were collected from the question in which more than one choice might be responded. The most important training subjects are respectively 'integrity and cooperation in working process' (%28,7), 'quick and easy working' (%26,1), 'communication problems with employees and customers' (%23,0) and 'adaptation of technology and new developments' (%22,2) according to the responses.

It is determined that the managers (%29,5) demand training in the 'communication problems with employees and customers' subject, chiefs (%29,2) and lower position employees (%29,0) demand training in the 'integrity and cooperation in working process' subject when the opinions about training of employees are analyzed in terms of status of employees. These are followed by 'quick and easy working' choice of managers (%27,3), 'communication problems with employees and customers' choice of chiefs (%27,5) and 'quick and easy working' choice of lower position employees (%26,3).

These results may be caused from more communication between customers and managers and chiefs because of their status. The managers and chiefs may prefer the training in 'communication with employees and customers' subject since they have active roles in the satisfaction of customer demands and solving the problems of both customers and employees.

It is determined that the 'integrity and cooperation in working process' is the most important training subject for both women (%29,4) and men (%28,4) employees when the opinions about training of employees are considered in terms of gender.

The 'integrity and cooperation in the working process' is the most important training subject for employees at all education levels when the opinions about training of employees are considered in terms of education level of employees (28,6 secondary school and lower education, %27,4 high school, %29,9 two year vocational high school and higher education). This followed by the 'quick and easy working' training subject (%26,4 secondary school and lower education, %25,6 high school, %27,1 two year vocational high school and higher education) (Table 2).

The 'integrity and cooperation in the working process' (%28,2) and 'quick and easy working' (%27,7) are the most important training subjects respectively and with similar rates for employees working for 1-4 years among 468 responses when the opinions about training of employees is considered in terms of term of employment. While the 'quick and easy working' (%28,7) is the most important training subject for employees working for 5-9 years, the 'integrity and cooperation in the working process' (%28,2) is the most important training subject for employees working for 10-14 years (%31,8), 15-19 years (%30,9) and 20 years and longer (%28,2).

These results may be caused from more communication between customers and managers and chiefs because of their status. The managers and chiefs have active roles in the satisfaction of customer demands and solving the problems of both customers and employees. The integrity and cooperation in the working process and quick and easy working choices of chiefs and lower position employees are very acceptable in tourism sector that requires hard working, team work and timely completion of works.

Table 2. Training Subjects for Employees Stated according to the Last Graduation Degree

Training subjects	Last Graduation Degree						Total
	Secondary school or lower education		High school		Two year vocational high school and higher education		
Adaptation of technology and new developments	22	%24,1	38	%22,6	44	%20,6	104
Integrity and cooperation in working process	26	%28,6	46	%27,4	64	%29,9	136
Quick and easy working	24	%26,4	43	%25,6	58	%27,1	125
Communication problems with employees and customers	19	%20,9	41	%24,4	48	%22,4	108

5.7. Opinions about Training of Executives and Department Manager

The trainings subjects proposed for executives and department managers are selected by the chiefs, department managers and executives. The ‘total quality management’ is the first subject (%12,8) among the responses and it is followed by the ‘management, science and technology’ subject (%8,8). These are followed by ‘crisis management’, ‘time management’ and ‘organizational development’ with the same rates (%8,6).

Total 310 responses were collected when the training subject selected by executives, department managers and chiefs was analyzed according to the status of employees. The ‘total quality management’ training subject is the most selected choice of employees at both department manager (%18,2) and chief (%10,5) status. This is followed by the ‘management, science and technology’ (%10,0) and ‘time management’ (%9,1) training subjects selected by directors in manager status and ‘R&D and troubleshooting, etc’ (%9,5) and ‘time management’ (%9,0) training subjects selected by directors in chief status.

Total 367 responses were collected when the training subject selected by employees was analyzed in terms of gender. The ‘total quality management’ is the most selected training subject by both women (%12,7) and men (%13,2) employees.

The most convenience time of trainings to be organized for employees was asked and the responses are respectively “July-August” (%29,9) and “May-June” (%29,3) months with similar percentages. These are followed by “March-April” (%17,0), “January-February” (%10,2), “September-October” (%8,8) and “November-December” (%4,8) months.

These time intervals are considered convenience for trainings since they are the seasons when the occupancy rates of hotels are at the lowest level when the occupancy rates of hotels in Ankara are taken into consideration.

6. Suggestions

This study includes some limitations. These limitations should be considered in the assessment of the study. At first, it was aimed to conduct this study at all 4 and 5 star hotels in Ankara. But the study was conducted at five 5-star hotels and one boutique hotel since many of hotels did not let to conduct the research. More different findings can be obtained from other accommodation enterprises in different classes and scales from mentioned enterprises. Another limitation of the study is that the contact could not be made with seasonal employees working in enterprises in seaside places since the application was carried out in city hotels hotels. The future studies may be planned more

comprehensive including higher number of enterprise and participant by taking into account the above mentioned limitations. Also, the useful results may be achieved as a result of comparison of applications of accommodation enterprises in different classes and scales. The method used in fieldwork is another limitation which should be taken into consideration in the assessment of findings. The hotel managements provided support in distribution the question forms to employees, the question forms delivered to human resources department of hotel management were filled by employees and then these forms were delivered to the researchers. This method was applied upon the offer of hotel managements. It was aimed to ensure the employees to fill the question forms in appropriate times because of busyness of hotel administrations and achieve a higher return rate upon the application of this method. However, the employees might not have given objective answers to the questionnaire forms since they felt under pressure by thinking that their answers could be read by the directors. Different approaches may be used in the application of questionnaire forms by taking into account these matters in the future studies.

The findings of the study show that the employees want to get training, pay attention to the self-development, innovations and customer oriented subjects but make little of subjects such as company policy, etc. This result demonstrates that employees demand trainings in the subjects related to performance of their tasks and customer satisfaction. Hotel administrations must organize continuous trainings to improve and sustain the quality by taking into account the shortages determined in the audits and training requirements and needs determined as a result of questionnaires conducted with employees at certain intervals.

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