



NEAR EAST UNIVERSITY
INSTITUTE OF GRADUATE STUDIES
BUSINESS ADMINISTRATION PROGRAMME

**INVESTIGATION OF THE IMPACT OF STRATEGIC
HUMAN RESOURCES MANAGEMENT AND SERVICE
QUALITY INNOVATIVENESS ON THE HOTEL
BUSINESS PERFORMANCE: ANTALYA CASE**

MUSTAFA TANDOĞAN

PhD THESIS

NICOSIA

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NICOSIA

2021

ACCEPTANCE AND APPROVAL

This study, titled "**Investigation of the Impact of Strategic Human Resources Management and Service Quality Innovativeness on the Hotel Business Performance: Antalya Case**," prepared by **MUSTAFA TANDOĞAN**, was accepted as a doctoral thesis by our jury as a result of the defense exam held on/.../2021.

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MUSTAFA TANDOĞAN

ÖZ

STRATEJİK İNSAN KAYNAKLARI YÖNETİMİ VE HİZMET KALİTESİ YENİLİKÇİLİĞİNİN OTEL İŞLETMELERİNİN PERFORMANSINA OLAN ETKİSİNİN ARAŞTIRILMASI: ANTALYA ÖRNEĞİ

Turizm işletmeleri arasında ürettiği ekonomik değer bakımından önemli bir yere sahip olan otellerde stratejik insan kaynakları yönetimi ve hizmet kalitesi yenilikçiliği ve otel işletmelerinin performansı konularının birbirleriyle etkileşmesini konu edinen çalışmalarda, son yıllarda dikkati çeken bir artış görülmektedir.

Antalya ilinde faaliyetlerine devam etmekte olan 5 yıldızlı otellerin yöneticileri ve çalışanlarının stratejik insan kaynakları yönetimi ve hizmet kalitesi yenilikçiliğinin otel işletmelerinin performansına etkisinin olup olmadığını belirlemektir. Nicel veri toplama teknikleri ile ele alınan bu araştırmada, veri toplama formu ve stratejik insan kaynakları yönetimi, işletme performansı ve toplam kalite yönetimi ölçekleri kullanılmıştır. Türkiye'nin Antalya ilinin 5 yıldızlı otellerinden 36 adedinin çalışanları üzerinde yapılmıştır.

Araştırmanın sonucunda 5 yıldızlı otellerde stratejik insan kaynakları yönetiminin ve işletme performansı ölçeği puanlarının toplam kalite yönetimi ölçeği puanlarını anlamlı düzeyde yordadığı ve toplam kalite yönetiminin yenileşmesine, stratejik insan kaynakları yönetiminin ve otel işletme performansını pozitif yönde etkilediği belirlenmiştir.

Anahtar Kelimeler: Turizm, Otel, Toplam Kalite Yönetimi, İşletme performansı

ABSTRACT

INVESTIGATION OF THE IMPACT OF STRATEGIC HUMAN RESOURCES MANAGEMENT AND SERVICE QUALITY INNOVATIVENESS ON THE HOTEL BUSINESS PERFORMANCE: ANTALYA CASE

In recent years, there has been a striking increase in studies on the interaction of strategic human resources management and service quality innovation on the business performance of hotels, which have an essential place in terms of the economic value they produce among tourism enterprises.

The objective of this research is to determine whether the strategic human resources management and service quality innovation of the managers and employees of the 5-star hotels that are continuing their activities in the province of Antalya influences the business performance of the hotels. Data collection form and strategic human resources management, business performance, and total quality management scales were used in this study, which were handled with quantitative data collection techniques. This study was conducted with the employees of 36 5-star hotels in Antalya province of Turkey.

As a result of the research, we have determined that strategic human resources management and business performance scale scores in 5-star hotels significantly predicted total quality management scale scores and positively affected the innovation of total quality management, strategic human resources management, and business performance of the hotels.

Keywords: Tourism, Hotel, Total Quality Management, Business performance

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ABBREVIATIONS

USA	: United States of America
ELECTRE	: Elimination and Choice Expressing Reality
GRA	: Gray Relational Analysis
HR	: Human Resources
BC	: Before Common Era
AD	: In the Common Era
5P	:5 Politics
SPSS	: Statistical Package for the Social Sciences
Std.	: Standard
TQM	: Total Quality Management
TOPSIS	: Technique for Order of Preference by Similarity to Ideal Solution

CHAPTER 1

INTRODUCTION

It is essential to realize the change in businesses' future and consider the effects of change on enterprises. Strategic management is important in considering how it can affect the future of institutions or organizations. Today, depending on the developments in the technical, economic and social fields, the dependency on human resources in reaching the types of goals of the variant institutions is constantly increasing. Enterprises can achieve their goals when developing their human resources by considering their type of human resources practices, HR process stages and system structures, and organizational needs and implement such practices.

Human resources management can have significant benefits in the determination and implementation of the Corporate Strategy. In the light of all these developments, it has been mandatory to merge the human resources management and strategic management fields. Thus, the idea of strategic human resources management began to emerge as a subject of review. The idea behind the need for a holistic approach to human resources management and strategic management is that the individual, who is a strategic resource, must also be strategically managed like other resources in the organization. Additionally, the fact that human resources managers and human resources units have started to perform more strategic tasks in the enterprise has arose the requirement for strategic human resources management (Bingöl, 2014: 9).

Today, everyone is asking questions about politics, administration, education, health care, communication, the quality of the goods or services they buy, and they want to improve the quality of the goods or services they buy every day. Therefore, quality is very important in all matters. (Öztürk, 2009: 5).

With the effect of technological progress and globalization, it has become very difficult to establish the unit of meaning in our understanding of quality in daily life. This is because quality is seen as a multidimensional construct. Due to personal and social priorities, both subjective and objective definitions require different dimensions of quality. The requirements and standards met by customers show that quality can be determined individually according to various specifications and standards (Yatkin, 2004: 1-2).

Georgopoulos and Tannenbaum first defined job performance in the 1950s as "the degree to which a company with certain resources and tools achieves its goal, employs them with the appropriate skills, and does not overload employees". The business includes performance goals and the tools used to achieve these goals. Although the definition is simple, it brings with it many uncertainties because defining goals and assessing whether they have been achieved is not as simple as it seems (Uzun, 2007: 93).

In the service sector, various classifications can be encountered in research on the service quality expected by customers. Sasser et al. (1978) examined service quality in three dimensions: the quality of the tools used in service delivery, the conditions in which the service was created, and the attitudes and behaviors of the employees. Lehtinen (1982) supports a three-dimensional and two-dimensional approach. According to this; The concepts of physical quality, interaction quality and company quality form the three-dimensional quality components. Two-dimensional quality components are represented as process quality and output quality. Grönroos (1978) evaluated service quality standards under three headings as technical quality, functional quality and institutional impact. The quality criteria for service defined by Parasuraman et al. (1985) consist of ten items. These; The credibility metric, the enthusiasm metric, the ability metric, the usability metric, the courtesy metric, the communication metric, the trustworthiness metric, the security metric, the customer/empathy metric, and the understanding measure of material values. Normann (1988) introduced the concept of service quality dimensions into the package features of the service approach, and they are considered as unchangeable features (Merter, 2006: 23). Lovelock et al. (1999), Parasuraman et al. (1985)

explained the factors and definitions that affect service quality (Değirmen, 2006: 25).

Strategic human resources management is a comprehensive understanding that tries to ensure effective compatibility between total quality management, business performance application types, and organizational strategy types, and evaluates the organization's members as strategic resources in gaining superiority in competitive conditions (Cingöz, 2011: 26).

Human resources management positively affects the outputs that emerge according to the organizational performance of the enterprises. Different studies emphasized that organizational performance levels will increase when human resources strategies are compatible with organizational strategy types and each other (Mejia et al., 2004: 6).

The first chapter of our study, which has six chapters in total, addresses the concept of strategic human resources, its importance for enterprises, its development, and the effective factors in its emergence, features and process thereof, and 5P model.

The fourth part of the study is devoted to the application of the effect of "Strategic Human Resources Management (Plan-Policy-Procedure-In-Service Training) on the business performance of hotels (Antalya 5-Star Hotels Example)" for the innovation on service quality. The study was conducted in thirty-six different five-star hotels in Antalya. In this chapter, it was determined that business performance makes a significant contribution to strategic human resources management in 5-star hotels within the scope of the example. Still, total quality management does not make a significant contribution.

1.1. Problem Status

Personnel management research has been continuously developed over time according to needs and under the auspices of human resources management. In this way, the strategic vision of technological and social development has been added to human resources management. In the light

of these developments, "Strategic human resources management" has continued to this day (Balaban and Palaz, 2018: 79).

At the same time, it strategically manages the communication, relationship, and coordination among employees according to the strategic human resources management style, controls the current situation, and takes various measures according to the ideal case (Fındıkçı, 2003: 14).

There are some differences, between understanding human resources management and understanding "strategic" human resources management. When comparing strategic human resources management with human resources management, strategic human resources management has a decisive influence on the initiation of change and development and the comfort of organizational management, so the leverage effect seems to have an impact on implementation (Wei and Lau, 2006: 63).

One of the key differences is that the productivity of individuals and companies in performance-based fields is paramount. While a company with strategic personnel management capabilities focuses on performance, other companies focus on individual performance (Altınay and Yavuz, 2015: 22).

Service quality is one of the most challenging issues encountered by companies. The difference between customers, their past experiences, personal information, and customer expectations and customers' subsequent perception and evaluation of each service or product differently can be listed as challenges (Slack et al., 2013: 537).

Ma et al. (2011: 290), all the features that affect service quality have improved the ability of a product or service to meet certain needs. On this basis, the party that determines the service quality is neither the consumer nor the producer. When consumers try to get a service they have never experienced before, the first thing they do is try to understand whether the price they will pay corresponds the service they will buy. It is difficult for consumers to know whether the service they are trying to purchase is of good quality. For example, when previewing the service, an attempt is made to overcome consumers' uncertainty by presenting printed, visual, or watchable representations of consumers' travel service purchases.

Nowadays, companies struggle to survive in a dynamic environment (Erdem et al., 2011: 80). In this environment, efficiency and measurement have become key success factors in terms of business strategy, competitive position, and long-term economic sustainability (Pnevmatikoudi and Stavrinoudis, 2016: 82).

Performance is defined as the degree of achievement relative to specific tasks or tasks that actually need to be completed. Another definition, business performance, is the definition of the achievement of the company's goals (Karaman, 2009: 412).

Generally, the purpose of measuring business performance is to verify whether the proposed strategy has been implemented. Learning, organizational and personal development should be encouraged to determine whether the proposed strategy is still effective by informing the employees about the expected goals and whether they can reach them or not (Al Adamat, 2015: 86).

Due to its original structure, this study contributes to the academic literature for the first time in terms of its subject. The structure of this research was used to model strategic human resources management, service quality, and business performance. Numerous studies have been conducted in the relevant literature. There is no other study examining the impact of hotel management activities on improving hotel quality. This research aims to determine the effect of strategic human resources management and service quality innovation on the business performance of hotels. However, modeling this issue is considered to be a contribution of great importance.

1.2. Objective of the Study

This study mainly aims to reveal the opinions of hotel managers and employees on the effects of strategic human resources management and service quality innovation of 5-star hotels operating in Antalya on the business performance of hotels.

The general objective of this study is to present a new model in terms of increasing the effects of strategic human resources management and service

quality innovation on the business performance of hotels within the framework of the views of hotel managers and employees.

1.3. Importance of the Study

The scope of the analysis of this study is the managers and employees of the 5-star hotels operating in the province of Antalya. The participants' views on strategic human resources management, service quality innovation, and business performance of hotels form the basis of the study. Within this context, we also investigated the differences in the opinions of the managers and employees of 5-star hotels on the subject within the framework of demographic information. Our hypothesis is that strategic human resources management and service quality innovation also affect the business performance of hotels. Additionally, it is thought that the study can guide hotel managers who want to improve business performance of their hotels about how they can upgrade their business performance through what kind of evaluation process about innovation on strategic human resources management and service quality.

Human resources management sees humans as strategically crucial in the competitive conditions brought about by globalization and bring humans to the forefront as one of the internal dynamics of an enterprise (Demir, 2006). Human resources have a critical task to cope with competitive conditions, gain superiority in this field, respond to competitors' moves, and adapt the enterprise to ever-changing global market conditions. For this reason, enterprises are uprising the employed workforce to a level that can adapt to changes and compete via human resources management (Bingöl, 2006: 12).

There are many definitions related to human resource management. In these definitions, human resources management positions humans in a strategic area as an important resource for the enterprises (Armstrong, 2006: 11).

Globalization is the disappearance of physical borders and feeling the economic, political, and social changes all around the world at the same speed and at the same time. Such a rate of change also changes and transforms the enterprises' fields of activities. To continue actively in the

global economic market, the critical value of enterprises is human. The human element is the most important factor for all enterprises, whether they are profit or non-profit organizations, in terms of structural change, the creation of strong communication networks, and the adoption of innovations inside and outside the enterprise. The ability to strategically use this important factor emerges from the perspective of human resources management (Uğur, 2003: 16). Within this context, human resources management is described as a strategic approach that places humans at the focal point of the business and puts forth humans (Alakoç - Burma, 2014: 85; Akgemci, 2008: 4).

Generally, in the success-oriented business of the enterprises, all parts of the enterprise are included in the process. A part of everyone is tried to be involved in production and marketing. At this point, the primary purpose is to use the talents and knowledge of the differences in the best way and thus to benefit from the success-oriented elements that each of them can reveal. The vital point in this process, called total quality management, is to ensure that all parties are actively involved in the process and use all the contributions for the success of a group, community, or organization. Accordingly, from the point of view of the business world; total quality management is the attainment of a certain level of quality on issues such as production, marketing, and service provision as a result of the evaluation of these ideas by obtaining the opinions of all employees employed in a business on certain issues (Şimşek, 2007: 9).

In general terms, business performance demonstrates the extent to which an enterprise or organization achieves its predetermined goals (Erdem et al., 2011: 77). The level of achievement of an enterprise's goals or objectives is the product, service, efficiency, output, or result that the enterprise achieves at the end of a particular time (Akal, 2003: 9, Cited in Erdem et al., 2011: 78; Çatı et al., 2012: 23; Öncü et al., 2015: 149). The concept of business performance can also be defined as the economic (Ayanaoğlu et al., 2010: 40), political, social values, and benefits that an enterprise reveals by using its resources.

We aimed that this study will contribute significantly to the literature on strategic human resources management and total quality management, service quality innovation, and business performance, which have become an important problem in our country likewise in the world. In this study, unlike the studies on strategic human resources management, we aimed for the first time to contribute to the field by creating essential data with an important sample in terms of total quality, service quality, and business performance.

1.4. Methodology of the Study

The study sample consists of 317 people working in 36 hotels located within the provincial borders of Antalya. The questionnaire consists of 9 items for demographic variables, 16 items for strategic human resources management, 39 items for total quality management, and 14 items for business performance. Except for demographic variables, other scales were evaluated using 5-point Likert-type scales. Employees' views on the effects of strategic human resources management and service quality innovation on the business performance of hotels were tested with t-test, ANOVA test, Scheffe test as posthoc analysis, Pearson correlation, and regression analysis.

1.5. Limitations of the Study

In the study, the difficulty in collecting data due to the nature of the service provided in 5-star hotels changed the study's sample size. The variables discussed in the study are limited to the reliability dimension of the applied questionnaire. Since some of the managers and employees of the 5-star hotel enterprises included in the study did not want to participate in the questionnaire, this created difficulty in data collection. For this reason, allowing partial research in 5-star hotel enterprises reduced the sample size.

CHAPTER 2

CONCEPTUAL FRAMEWORK AND RELEVANT STUDIES

In this section, first of all, the concepts of Strategic Management and Human Resources Management will be explained, the processes of Strategic Human Resources Management and the situations that reveal Strategic Human Resources Management will be evaluated, and Strategic Human Resources Management will be defined.

2.1. Concept and Definition of Human Resources Management

Human Resources Management is a process in which the human resources needs of an organization or an enterprise are evaluated and met, and the motivation and working environment required to get the best efficiency from the recruited individuals is created, and this is a business function that also contributes to other activities of an enterprise (Akçakaya, 2010: 145).

To be able to successfully manage personnel in the enterprise, knowledge of human resources management is needed. Human resources management is the activities related to the provision, use, and development of personnel who will produce goods or services to be sold to customers in enterprises. Another name for human resources management is personnel management. Finding personnel to be employed in enterprises is one of the most important human resources management tasks (Tekin, 2017: 241).

Strategic human resources management, which deals with the management, planning, and evaluation of humans as an input of enterprises, is an approach developed to carry out the activities of creating, planning, organizing, channeling, and supervising the strategic steps related to finding, hiring and moving forward the necessary human resources to provide the organization with a competitive advantage in the environment where it

operates (Yüksel, 2004: 8). Strategic human resources management is seen as an important power that determines the relationship between the human resources in the enterprises and the business performance of the enterprise and ensures that the enterprise reach their goals (Becker and Huselid, 2006: 898).

Today, all enterprises need human resources depending on the production or service sector they are involved. Management processes are also necessary to use human resources efficiently and effectively. The ability to use human resources efficiently and effectively has also led to the emergence of human resources management (İzgi, 2013: 24).

With the globalization of the world, the conditions of competition have changed, and enterprises have to develop themselves to survive in these conditions. They need to be functional in international markets, and be successful. Within this context, human resources carry out the task of rewarding knowledge and experience along with finance, production, and marketing for enterprises to reach their goals (Erdoğan, 2013: 20).

There are common interests of senior management and employees in the success of the enterprise. In this direction, human resources management makes plans to create the necessary working environment to achieve the enterprise's goals and to make contribution to achievement (Akın, 2009: 15). Seeing humans in a strategic position for the enterprise makes it necessary to evaluate the concept of strategic human resources management.

2.2. Concept of Strategic Human Resources Management

Strategy is the understanding of using resources effectively and efficiently to regulate the relations of the enterprise with the environment it interacts with and compete with other enterprises in its field of activity. Even though it has been used for a long time as a military term, the effort to make sense of the strategy concept is diversifying. The strategy, described as making a plan or determining action, is frequently used in the business discipline understanding of the 20th century. It is defined as determining the relations

of the enterprise in the environmental conditions, being able to compete, and planning to use its resources effectively and efficiently (Bingöl, 2006: 13).

Techniques used in human resources management continue with the perspective of *Taylor's scientific management approach*. Applications such as objective evaluation of employees, determination of business standards, performance-based employee follow-up, and creation of rational criteria for the selection of employees can be considered contributions of *Taylorism* to human resources management. On the other hand, ensuring the motivation of the employees and being integrated into the work are also emerging as the practices of classical management practices that affect human resources management. The contributions of *Mayo's Hawthorne* experiments and *Maslow's Hierarchy of Human Needs* to human resources management are undeniable (Akdoğan, Cingöz, 2009: 30). Within the scope of the *Hierarchy of Human Needs*, an efficient and effective performance development of employees and meeting their security needs are ensured by the by employers and therefore by the system to be established by human resources, which proves that these approaches inspire human resources practices (Keçecioğlu, Ayyıldız, 2009: 1173).

Human resources management plans to meet the needs of employees by enterprises and determines integrated and inclusive practices that will enable enterprises to meet the common interests of them both and control their planning. Therefore, human resources management forms the basis of approaches that will complement the employee-enterprise system. From this point of view, the basic principles of the human resources approach are as follows:

- *Employees should be managed correctly in the acquisitions related to the future of the company,*
- *Applications for the economic and psychosocial needs of the employees should be put forward,*
- *Workspaces should be created where employees can complete their training and use their talents at the maximum level,*

- *Human resources management programs should be created to match the employee's and enterprise's expectations* (Fernando, 2005: 633).

Two developments encountered at the end of the 1970s show that the understanding of human resources management has begun to change. The first is the tendency to replace the classical personnel management approach with human resources management. The other is to give a strategic meaning to human resources management and to present the discussions about it with a disciplinary approach (Yavan, 2012: 32; Sabuncuoğlu, 2000: 30; Keçeciöğlü and Ayyıldız, 2009: 1174; Bayat, 2008: 74).

Strategic Human Resources Management is to provide maximum benefit from the 'human' element in the strategic steps to be taken by the enterprise (Keçeciöğlü and Ayyıldız, 2009: 1172).

What is expected from human resources management is to create the right workforce to achieve the goals of the enterprise. Within this context, it will benefit the enterprise in competitive conditions, and meanwhile it will determine its activities by adhering to legal procedures (Chavleishvilli, 2011: 62). Human resources management should not be considered only as finding workforce and work placement. It is also seen as a set of practices that include the processes of planning the orientation processes of these people by determining the most appropriate human resource for the business, providing the correct remuneration, protecting the work and labor rights, and quitting their employment (Fındıkçı, 2001: 9).

Enterprises need to follow the changes to achieve their goals within the environmental conditions they operate, hold on to the market effectively and efficiently, and compete. As the most important of the changes, with the effect of globalization, it is necessary to read the market and competition conditions well.

Along with the development of a strategic conceptualization of human resources management means to say that the updated strategic human resources management is not as wrong again. Strategic human resource is

appropriate in terms of the scope of the study include an assessment of the importance of businesses in the eyes of management.

2.3. Importance of Strategic Human Resources Management for Enterprises

The way to compete better in the global market is to establish good human resources management practices. Good management of human resources also causes more competition in market conditions. To be able to survive in these competitive conditions, enterprises should be in a different position than their competitors and act in compliance with the plans and strategic steps to achieve this. Within this context, it is necessary to mention the existence of the conditions that determine the roadmap of human resources management. Human resource or workforce resource is valuable, unique, not inimitable, rarely found, and without alternative. By considering these features, human resources management has to bring the organization to the same position with the human resource (Alakoç - Burma, 2014: 86).

When the policies to be implemented by the human resources management coincide with the objectives of the enterprise, it is expected to increase productivity and affect the overall business performance. In recent studies in the human resources discipline, it has been determined that there is a tendency to make changes towards the following;

- *From the operational level to the strategic level*
- *From numerical level to verbal level*
- *To work together rather than controlling*
- *From management to consultancy*
- *To business-centered working rather than functional working*
- *To focus on the business environment rather than inside of the enterprise,*
- *To be active rather than being passive*

- *It is determined that there are changes in the way of being a problem solver rather than being effective (Erdođdu, 2013: 21).*

Human resources management in businesses should carry out its strategic plans and operational steps in harmony. This harmonization study both brings a working culture to the enterprise and provides efficiency in terms of business performance.

Strategic practices created by enterprises help them to achieve a strategically competitive position. Strategic human resources are the determining factor in the strategic thinking of the enterprise and making appropriate plans. Strategic human resources management provides employees to increase their working level, to be flexible, and it shows them how to be innovative so that it allows them to internalize and develop the enterprise's business principles. Thus, it shows the strategic linking of employees for the objectives of the enterprise (Siddhart, 2003: 2).

Strategic human resources management is crucial in terms of the continuity of the business and the competitiveness of the enterprise in the global market. At this stage, it is necessary to determine the contribution of human resources to the business to fulfill the objectives of the enterprise. It is expected to be revealed by presenting the strategies in human resources management, manifesting the subsequent needs of the enterprise, and making a comparative assessment of the employees' skills. The workforce strategies of enterprise are at the origin of human resources studies (Akgemci, 2008: 5; Baransel, 1976: 22).

With the inclusion of human resources management in the process during the strategic decision in the enterprise, it is also possible for the manager at every stage to see the importance of human resources management, to learn the fields of activity, and to see the human resources practices in the common area of the business and the employees. When human resources are managed well, business will be brought to the desired level with practices such as reducing personnel turnover, ensuring a balance in wages, increasing performance to the desired level, and meeting training needs.

Enterprises are aware of how important human is in order to be able to compete in global market conditions and to be successful in this. Human resource is one of the important items that should be developed rather than an expense element for the enterprises. For this reason, the primary aim of the enterprises is to adapt the employees to the enterprise and increase the level of satisfaction by ensuring their participation. As a result, investments in human resources are not expense items but spent investment items (Dessler, 2000: 4; Çalış, 2000: 29).

2.4. Development of Strategic Human Resources Management

An evaluation on the development of human resources management becomes important to see both the point this management field has reached and to determine the factors in its strategic dimension.

With the Industrial Revolution, which corresponds to the last periods of the 18th century and the first periods of the 19th century, the economic market conditions in which the enterprises take place began to change. In this period, when the demands of the employees for union activities emerged, the state started to take steps to protect workers' rights, which causes the private sector enterprises to take steps regarding their personnel and rights. It is possible to come across the personnel directorate as the first version of human resources management in these periods (Özgen et al., 2002: 9). It would not be wrong to see that employees shifted to the service and production sector in this period when technological developments limited the needs of human beings. As a result, the perspective of human resources have changed and gained a more important place in the enterprises (Angelo, Griffin, 2001: 15).

The 20th century became a period when employees are started to be considered as important as product and service production. During this period, work analyzes, work descriptions, work and action surveys are planned. The leading names of this period are Taylor and Gilbreth, who are the architects of the classical management approach. The studies of Taylor and Gilbreth, who laid the foundations of the scientific management approach, also led to developments in human resources management. In the

scientific management approach, the common purpose of the employee and the enterprise should be profit. So, they need to work together. With the scientific management approach, scientific methods have been brought to the working life, and necessary conditions have been created for the employees to reach the highest efficiency level.

It would not be wrong to talk about a systematic construction such as a scientific management approach that is constituted of choosing the appropriate personnel for the work, determining the operational standards of this personnel, and training them appropriately for the work. At this stage, Taylor suggested establishing the *personnel unit* for the first time in the conduct of the employees' work. The notion of Taylorism had been revised because it focuses on production and efficiency and leaves people in the background. However, it should not be ignored that today's human resources management foundations were laid with the basic assumptions brought by Taylor's scientific management approach (Bayraktaroğlu, 2006: 10).

After the First World War, studies on the management phenomenon and developments in behavioral sciences revealed personnel management as a field of expertise. During this period, employees have duties such as recording information such as their recruitment, their departure from the enterprise, their work, wages, leave and penalties. In the 1920s, the expectations in business life changed with the union movements and demands for workers' personal rights, and this caused a change in the work area of employee management. With the enactment of trade union activities in the 1930s, changes began in the area of responsibility of employee management. *Personnel management is authorized in many applications such as transfer, appointment, remuneration and union activities, which take place from the employee's hiring to his/her leaving the job.*

The human element period began with the Hawthorne experiments of Elton Mayo in the 1930s. These experiments became a period in which the importance of behavioral science in terms of human resources management emerged. At the same time, the experiment results reveal that the performance of the employees is not only dependent on their salaries and the way they work but psychosocial approaches are also important for their

performance. As a result, the concepts of creating quality circles and working full-time has entered the field of human resources management as well as the importance of working together with functions such as *evaluation, rewarding, training* and *salary*.

Maslow's human needs approach which changed the judgement about employees, has been accepted that giving up on employees in production will have a devastating result for the enterprises. With this approach and the formation of general acceptance, the necessity of meeting the security, self-expression, communication, and requests of the employee is realized.

Since the middle of the 20th century, it has been witnessed that there has been a rapid change in the demands of the customers. Changes in competition and many areas come to the fore. In this period, the existence of laws protecting employees was brought to the agenda. Human resources management aimed to create behavioral change in the field of industrial, methodological and organizational psychology.

By the 1980s, the period in which the phenomenon of globalization began to be felt increasingly and rapidly started. As for the change in the competitive conditions in the global economic market and the surge of information technology amongst many technological developments, the fact that the union movements have moved to reconciliatory dimensions between the employer and the worker, that the performance of the employees' productivity means the productivity and performance of the business, and that they overlap entirely, has also carried the human resources management perspective to other dimensions (Dinçer, 2013: 19). As a result of the competitive pressure in the global market, it is necessary to evaluate the stages that lead to the strategic handling of human resources.

1. The strategic plans of the enterprises and the activities of the human resources management proceed independently of each other.
2. Human resources management and departments that set strategic goals started to exchange information. Human resources management includes the human element as a strategic resource.

3. The relations between human resources management and strategic planners are at a high level. Human resource management is a partnership of strategic planners in determining strategy and implementing it. Policies required for strategic human resource management are aligned with the strategy of the business.
4. Strategic human resources management updates the active behavior of the business against an unexpected event and facilitates the applications of the enterprise. It is seen that the human resources management also takes responsibility for the strategic moves of the enterprise and does not experience adaptation problems (Akgemci, 2008: 6).

2.5. Factors Influencing the Emergence of Strategic Human Resources Management

Enterprises operating in global markets face the pressure created by environmental factors to be efficient and competitive. Putting forward the reasons for this pressure also facilitates the development of strategic human resources management and making evaluations (Dessler, 2000: 5).

Globalization

The disappearance of borders, the fact that the understanding of the economic market covers not only a region but the whole world, causes enterprises to gain the ability to struggle with the effects of all environmental conditions in a different area. This situation causes the competition around the world to move rapidly and towards different dimensions. Globalization has eliminated the borders that separate people and enterprises from each other and provided comprehensive economic, social and cultural coexistence. Globalization has also eliminated concepts such as time and space. Developments in transportation and communication technologies have made long distances closer. The disappearance of these time and space distances paved the way for the elimination of many factors that hinder commercial relations (Bozkurt, 2000: 6).

Casico (2003: 8) defined globalization as the free-living space of the production of goods and services, knowledge, new ideas, and capital circulation in the international arena. The globalizing economy and the global competition between organizations change the qualifications of employees. Having employees who can produce information, disseminate and use it gains a strategic meaning for the enterprises. In the case of competition between enterprises, the presence of qualified, knowledgeable, and talented people is more important in terms of human resources management than technical equipment. Human resources management has an important function, such as recruiting the best employees to the enterprise.

The first symbol of change in the global market is the production of knowledge. The knowledge owned by enterprises, employees, or countries is seen as intellectual capital. For this reason, enterprises have to regulate their working conditions in order to retain their human resources. At this point, human resources management practices come into play. Ensuring that employees continue their working life in better conditions and the continuity of their development and training are organized by human resources as a strategic practice area (Bayat, 2008: 75).

Technological developments

The technical equipment of the enterprises in circulation is expressed as equipment as a means. Here again, the most important factor is human resources. Because adapting to the changes in the environment in using the knowledge and skills of human ability in the production of technological equipment is also a matter of technology.

The change of production methods can also be understood as the change of *knowledge* in technical equipment. Nowadays, the place of information technology in the change of technology is undeniable. It is used to refer to telecommunications, computers, and virtual networks information technology.

Technology that meets the needs of producing, working on, storing, retrieving, and transmitting information at the desired time constitutes information technology. With this technology, enterprises have improved their

production methods, reduced their expenses, reached a high-efficiency level, and became competitive in the globalizing market (Bayat, 2008: 76).

Enterprises in the global market, whether in the public or private sector, need technology employment. The transformation in technological structures has opened new business areas to people and allowed new professions. Human resources management is one of human resources practices to find suitable employees for the appropriate job and keep quality employees in these areas. Technology has necessitated changes in the processes of human resources management, motivation practices, and job descriptions (Bingöl, 2003: 8).

Deregulation

The change in the understanding of the economic market also affects the speed and competition conditions. The state mechanism also paves the way for enterprises by making changes in some legal regulations. These practices cause different workforce demands (Bayat, 2008: 77).

Changes in the nature of work

Globalization affects the production methods with the return of technology and competitive conditions and causes new production models to be used again. As a result of these developments, focus shifts are observed in enterprises. It would not be wrong to say that there is a change from the product focus to the service focus. These changes have brought about changes in employees, in return of which employees who produce and use information are required.

Workforce diversity

Demographic characteristics diversify the active workforce and the way of working. This situation brings up the issue of using human resources in a different way. Workspaces based on muscle strength give way to knowledge-based workspaces. Young people and women have started to take part in business life, and the need for professionalism has increased (Alakoç – Burma, 2014: 87).

Technological developments have led to structural changes in the workforce, and the way and conditions of work have gone beyond the standard. This change turns into a period in which the concept of overtime gradually disappears, and spatial changes are experienced. Multiple productions and non-standardized production methods based on flexibility have gained importance.

After the 1980s, the reflection of competition around the world pushed enterprises to attach importance to people, their knowledge, and skills. It is on the agenda to employ qualified employees, to respond to the needs of the employees in this portfolio, to provide career opportunities, to highlight their development, to increase their motivation, and thus to make the competition sustainable and to use human resources strategically in reaching the goals (Bayat, 2008: 78).

A new concept that emerged with the development of strategic human resources is the concept of "*intellectual capital*". This concept is a set of knowledge revealed by employees, employee groups in an enterprise and provides employees with the ability to compete. Intellectual capital includes sub-branches as Human Capital, Organizational Capital, and Relational Capital.

Human Capital

The American economist Theodore W. Schultz, who won the Nobel Prize in Economics in 1979, used the following expression to express the importance of investing in human capital. "*Improving the well-being of the poor depends on determinants such as population quality and knowledge level rather than land, energy, and arable land. The quality of the population and deeper knowledge can be further improved by appropriate investment in human capital.*" (Bontis, 2003: 9).

Schultz mentions that the socially important human capital has now become an important factor for companies and general managers because knowledge has become an important factor of production for the transition to old age. With the transformation into production factors, there is a need to develop skills that can be expressed in the rapid processing of information

and seek innovative solutions, and these solutions can only be obtained by investing in human capital. In addition to market conditions, developments in communication technology and social media have made human capital more important than other components of organizational capital. It is known as making use of employees' knowledge, skills, and abilities in enterprises, which is known as personal gains (Özer et al., 2015: 143).

Organizational Capital

It is the sum of all internal intangible assets owned by the enterprise. These are all material and moral components that make up an enterprise. Like innovation capital, organizational capital is a type of capital that an organization owns 100%. Organizational capital can be expressed as the knowledge left in the organization when employees go home at night, factual knowledge, i.e., the current environment established by the organization to create and manage accumulation within the organization effectively. Technological capital is created by organizational processes, methods, systems, and tools. Some consider technological capital to be a subcomponent of organizational and structural capital. It is considered an important factor in evaluation (Ferraro and Veltri, 2011: 66), because the better the company's culture, systems, and processes, the stronger its order and stability. The enthusiasm for communication and cooperation among people will increase (Fernandez et al., 2000: 81).

Relational Capital

Three aspects of running a company have been widely accepted and resolved by practitioners. The final dimension is the dimension related to the company's external environment. Although this dimension is defined by different researchers with different names related to the external business environment, it is usually part of the relational capital. In the literature, this division is also called relative capital, foreign capital and buyer.

Relational capital can generally be expressed as a set of relationships between a company and its external stakeholders (Ferraro and Veltri, 2011: 67). Communities with external stakeholders who need close relationships

are as follows: markets, customers, suppliers, unions, alliances, competitors, society, and country (Özer et al., 2015: 144). Among these stakeholders, customers are the most important group. It is the most significant indicator of how important it is to be a clean customer for researchers. Stewart (1998: 11) uses the value of the relationship with suppliers, allies, and customers to express customer capital, which has two general structures. Brand equity guarantees quality and customers are willing to pay a special price for it and can be measured financially. Customer loyalty to the company can also be measured in various ways. For this reason, companies often try to increase brand equity and, to some extent, increase customer loyalty.

These are the abstract areas where the plans for the interaction of the enterprise with the environment occur. It covers the relations of the enterprise with its customers, suppliers, competitors, the state, shareholders, if any, official institutions, and society. Measuring relational capital is about measuring how the environment perceives the enterprise. (Such as customer satisfaction, customer loyalty scales, an image in society, feedback systems to suppliers and customers.)

2.6. Features of Strategic Human Resources Management

Corporate and business management strategies and the activities of human resources management should be compatible in enterprises. For this reason, the management of human resources in the enterprise is characterized as a unit that reveals long-term strategic goals, not instant practices. Ensuring enterprise's continuity and getting ahead in the competition is related to the qualifications of the workforce (Eren, 2006: 10).

At the end of the 1980s, the effect of environmental conditions resulting from the globalization phenomenon, the change in the understanding of the market, the development and differentiation in technological applications forced the enterprises to change. The classical management approach and way of doing business has been replaced by working areas and relations that keep up with the conditions. This situation also shows itself in human resources management. In the strategic planning of the enterprise, it is

expected that there will be changes in the structural revisions and cultural relations of the enterprise according to the environment.

Establishing a connection between the human resources strategy and practices and the general strategy of the enterprise is the most prominent feature of strategic human resources management. However, these practices have not yet become evident in enterprises. This primary feature falls short of revealing strategic human resources practices. For this reason, there is a need for some information that will reflect the strategic human resources elements. The main features of human resources management that we can use to meet this need are as follows:

- *It has a macro nature.*
- *The senior management and employees who implement the company strategy should act as partners.*
- *The company requires understanding the values, attitudes, and behaviors of its employees.*
- *Strategic human resources management has to monitor internal and external developments.*

In addition to these features

- *Enterprises should adopt a proactive behavior approach rather than a reactive one.*
- *It provides a visible sharing of enterprise's goals.*
- *It provides critical thinking and testing of predictions.*
- *It provides the evaluation of the current situation with the enterprise's vision and the definition of the gaps.*
- *It ensures the establishment of standard networks in the enterprise with the participation of the managers in the chain of command.*
- *It helps to define the opportunities and limits of human resources.*
- *Human resources management should be fully aligned with the strategic needs and strategy of the enterprise. Human resources*

strategies should be consistent with the other business strategies and should be applied in harmony.

- *Human resources practices should be perceived as a whole by the daily practices performed by line managers, and employees and studies should be carried out in this direction.*

Strategic Human Resources Management comprises many different elements, including policies, culture, values , and practices. Strategic Human Resources Management appears in a binding and complementary role at every management level in the enterprise.

Strategic Human Resources Management sees employees as the most important source of competition and can focus on reducing expenditures and employee expenses while increasing their productivity by ensuring the development of employees.

Strategic Human Resources Management achieves the best efficiency level when integrating practices rather than using entire human resources practices.

Strategic Human Resources Management focuses on flexibility in the way of doing business of employees that meets customer demands appropriately, and in which everyone's opinions are considered important in management.

Strategic Human Resources Management acts sensitively to the environment's expectations by seeing the changing conditions in competition and making appropriate activities and plans.

Economic developments in the developing world push enterprises to meet customer demands at a certain level of quality of products and services produced. The feasibility of this is realized with the employees' knowledge, skills, and experiences with the structural change in the enterprise. Therefore, enterprises constitute priority areas for the development of human resources in order to keep up with this change in the global market (http://kobifinanas.com.tr/tr/bilgi_merkezi/0207/18180).

Strategic human resources management shapes two important situations related to employees in the enterprise. The first is to benefit from the

employees at the highest level, and the other is to ensure the employees' satisfaction with their work. As a result, strategic human resources management applies the balance mechanism originating from these two situations (Özgen and Öztürk, 2011: 26).

In order to achieve high level of customer satisfaction, strategic human resources management should have plans such as selecting employees with full knowledge and quality service, emphasizing their education and careers, and supporting employees by rewarding them for their motivation.

It is one of the duties of human resources management to ensure that the returns of these changes are applicable at every business level, such as postmodern times, the spread of information, and global economies. In today's enterprises, human resources practices are seen as strategic practices. Problems that arise with environmental factors, the expectation of a new organizational view bring up the necessity of handling human resources in a strategic dimension to gain competitive advantage (Eren, 2006: 11). The features of human resource management in modern organizations are as follows:

- *Human resources management should be examined in senior management from the strategic point of view that should exist in enterprises.*
- *The strategic goals of the enterprise and the planning of human resources management should complement each other in achieving strategic integrity.*
- *The success of human resources management depends on the success of the organizational culture. For this purpose, it is expected that the employee will be included in the belief and value system of the organization with the practices of the enterprises.*
- *At the same time, it should be ensured the structure of human resources management to understand the behavior and characteristics of the employees and should have a structure that will respond to their expectations.*

- *Human resources management confronts us with a flexibility oriented attitude that focuses on productivity increase, customer demands, the adoption of the management where employees are included, within a quality working environment.*
- *Human resources have to keep up with the changes coming from the environment and the requirements of the competitive environment.*
- *Policies and practices are developed by integrating other department and unit managers into human resources studies.*
- *Human resources management has to successfully manage employee relations by contributing to their development both individually and as a team.*

Human resources have to keep up with the developments in the businesses, new practices, new types of managers, new employees recruited as workers, and all the business activities.

2.7. Strategic Human Resources Management Process in Organizations

The strategic view of human resources brings about a structural change in business practices. It emerges with an application area far from the status quoist approach, focuses on mutual interaction and activities, aims at organizational change, and targets productivity at the individual and organizational levels. The realization of strategic studies in the human resources management application emerges as a successive five-stage process (Eren, 2006: 12).

Determination of the Strategic Goals of the Enterprise

At this stage, the structure of the business should focus on success, produce added value and meet expectations. In addition, human resources management has to meet the demands of place of activity, employment, recruitment and employee training. In fact, human resources is the unit that gives meaning to the mission and vision practices of the organization.

Implementation of Strategic Plans and Scenarios

Human resources management is needed to fulfill the objectives of enterprises. In this case, what is expected from human resources management is to determine the primary problem areas, to determine the effects of changes in environmental factors on the enterprise, to determine a position according to the competitors.

Strategic Positioning

When enterprises decide to engage in strategic activities, they have to develop target strategies for many areas. It is necessary to make the proper guidance such as strategic positioning, human resources planning, using external resources, and adding sufficient skills to the employees.

Determination of the Critical Human Resources Issues

It is important to identify the issues that will enable them to achieve the enterprise's objectives. The important thing in determining the subject is to ensure that critical applications and decisions aimed at the continuity of the enterprise are revealed.

Implementation of Human Resources Management Strategies

Human resources emerge in the formation of a working culture within the enterprise that works on the objective and target of the enterprise and makes strategic plans.

When the human resource is considered strategically, it is based on strategic alignment. The compatibility of the human resources strategy with the external business strategy in the internal dimension is strategic integration. We can explain it under four headings (Şimşek and Öge, 2012: 8).

Administrative Connection

The human resources unit connects the management process at this stage in the development of the business plans.

One-way connection

While planning, the relevant unit transmits the plan of the enterprise directly to the human resources unit.

Two-way connection

When it comes to this level, the human resources unit and the relevant unit of the business plan and evaluate the business strategy together. First, the strategic unit implements the plan and then gives feedback to the human resources unit.

Holistic connection

At this stage, the human resources department is an integral part of the strategic management team. At the link level, the organization has an independent HR function that reports and collects strategy formulation and implementation time with its unit.

The necessity of determining the human resources strategy has arisen from the necessity of examining the fields of activity and making strategic decisions in the long term. In this respect, the primary objective of the enterprises is to determine the important contribution of the human resources that will contribute to the strategic success. The first step of the strategic step is to determine the business strategy areas that have an important place in achieving the success of the business. After this stage, there is a need to develop human resources strategies to determine the contribution of the employee to support business strategies. Correct formation of these strategies is possible by revealing what the organization's expectations and current capabilities are. The strategic human resources management process within the scope of competitive strategy is an issue that should be considered in line with the objectives created according to the internal and external global environmental conditions. The competitive strategy, which adopts the general framework of this process, constitutes the core of the strategic applications of human resources in accordance with the said strategy. The strategic human resource management process can be evaluated in the context of competitive strategy, depending on the phases of strategic analysis, structuring and control. These stages are as follows (Akgemci, 2008: 7):

Strategic analysis phase

Enterprises have to make evaluations in terms of human resources while making their analysis. It evaluates the external and internal factors of the

enterprise in terms of environmental factors. The factors that should be examined at this stage are the parameters of the external environment, economic developments, technological changes, general culture, sectoral characteristics, legal regulations, competitors, and union behavior. Internal environmental factors are organizational structure and size, organizational culture, traditions and past practices, the effects of top management and managers of other functions on human resources management, and the authority and responsibilities of human resources management. These analyses will help reveal the strengths and weaknesses of the enterprise, the trust required for the growth of the business, as well as the opportunities and threats in the external environment of the enterprise.

Structuring Phase of Strategies

The priorities of this whole process are to reveal the aims and objectives of the activities of human resources. In addition to these, it is to provide all the opportunities necessary to realize the goals and objectives of the enterprise and determine the strategy through which these activities will be carried out. Furthermore, it is aimed to reveal the competition of strategic human resources management between enterprises and harmoniously present these studies among enterprises. The most important goal of human resources is to achieve an understanding of competition and to reveal the foundations of this competition. At this stage, the best thing to do is to determine the human resources management practices.

Strategic Control and Evaluation Phase

In the strategic control and evaluation process, 2 important factors should be applied in the development of competitive strategy and targets of enterprise. These are related to qualitative and quantitative data of enterprises. The information known as qualitative data relates to the notifications they receive from managers, workers, and consumers. Quantitative information shows factors such as financial quality and market practices. Quantitative and qualitative elements are very important for the development and growth of the enterprise.

2.8. 5P Model in Strategic Human Resources Management

Human resources management includes many activities, including policies, competencies, cultural values, value creation skills, and their implementation. Schuler (1992: 18) developed the 5P model within the scope of human resources management studies. For this reason, it has emerged that most of the 5P model activities have strategic content (Keçecioglu and Ayyıldız, 2009: 1175).

2.8.1. Human Resources Psychology

Psychology is concerned with examining the relationship between worker and employer and this organizational structure with its cultural values. The success of the workers and their motivation are also very important for the enterprise. It should ensure that the workers are rewarded by evaluating them according to the works they produce in the business. In this way, it should be ensured that the motivation of employees is kept high. The good psychology of the workers ensures that the production in the enterprise becomes more efficient.

2.8.2. Human Resources Policies

It provides opportunities for human resources activities and workers at the point of employment. Policies are formed between business activities and workers working in the enterprise. It helps in the creation of human resources applications and the planning of studies based on muscle strength. In a strategic sense, policies are used to increase the efficiency between the enterprise and the worker in terms of hiring employees, increasing their performance and productivity, thus saving in costs, ensuring that their employees work in a safe work environment, and improving the careers of their employees.

2.8.3. Human Resources Programs

Programs are applications that are carried out depending on the strategic studies in the field of people management. In this sense, it guides managers in structuring their work-related work. The programs include strategically

creating the business activities required by the business, ensuring that this is spread throughout the business, and human resources practices designed specifically for this field.

2.8.4. Human Resources Practices

Practices are the operational way of planning how human resources will be managed and the roles required.

2.8.5. Human Resources Processes

Enterprise processes include the structuring phase, which will ensure the integration of processes and align with the overall strategy by coordinating all human resources activities. It reveals the connection of all units in the enterprises with each other. It reveals where, when, and how the planned activities should be carried out (Eren, 2006: 13).

In the modern age of change and transformation, the strategic expectations of the organization should be defined and met. These expectations, which must be met, should include studies that reveal the objectives of the management such as growth, sustainability, adaptation, and to gain high profits.

Jackson (1989: 3); Brewster (1999: 45); Delery and Doty (1996: 802), Martin-Alcazar (2005: 634), who are researchers who examine human resources management strategically, seem to examine this concept from a *universal, conditional, structured and contextual perspective*. In this respect, it reflects the *theoretical perspective and functions* for the field of human resources practice (Keçecioğlu and Ayyıldız, 2009: 1178).

Universal Perspective

The strategic dimension of human resources reveals that human resources activities vary depending on the level of business performance. In this respect, it should be known that human resources activities work to improve the business performance, regardless of any aspect. In this sense, the universal point of view is addressed with practices aiming to increase the employee's capabilities, including recruitment and elimination methods, improved training programs, and performance measurements. At the same

time, the practices created for the loyalty of employees, active participation in the solution of problems, the feeling of working together and work-related orientations, designing the work, and employee remuneration are discussed within the scope of this approach.

Conditionality Perspective

Against the linearity discussed in the previous approach, this approach is based on *the Generic Conditionality Model, which highlights the interaction developed by names such as Woodward (1965: 4), Dewar and Werbel (1979: 426), Schoonhoven (1981: 349), Van de Ven and Drazin (1985: 6) and Venkatraman (1989: 423)*. Conditional variables argued that there is no best practice that can increase moderator performance in human resources studies and performance relations. Martin-Alcazar et al. (2005: 633) conducted studies in 3 generic fields in a conditional context due to the multiplicity of applications (Keçecioğlu and Ayyıldız, 2009: 1179).

Strategic variables have to achieve success in performance measurements in businesses. Business management has to include human resources management in the enterprise to increase the business performance. On the other hand, organizational variables consist of the size of the enterprise, its organizational structure, technological development, and internal political dialogues. Internal factors, technology, competitiveness, macroeconomic development, and employee are examined in the third function area. Within the scope of these studies, the typology developed by Miles and Snow in a strategic sense emerges as an example of behavioral expansion. In the same way, Schuler and Jackson (1999:4) emphasized that the strategies adopted by the business (which will contribute to reducing costs, better quality and innovation) should exhibit different characteristics of the employee.

This theory argued that integrating the human resources strategy with the organizational strategy would be insufficient for the enterprise to achieve its goals. In this respect, it is necessary to reveal the characteristics of the human element in creating organizational strategies. In the resource dependency approach, as in other theories, attention has been drawn to the interrelationship of the business strategy and existing performance to

increase the organization's performance in achieving the goals. Within the scope of the resource dependency theory, the competitive power of the enterprises, the strategy of the organization, and the resources owned have been transferred to the field of management in a strategic sense from the economic point of view. Enterprises have to achieve success in performance measurements. Resource dependency is also important in increasing the performance of business management.

They present the rational formation of the resulting performance in terms of human resources management practices by considering why the integration of human resources practices with business strategy should be carried out. Jackson and Schuler (1995: 237) dealt with the environment in which the enterprise survives as the internal environment (Business strategy, size, technology) and external environment (social, political, economic, legal) and, in this sense, examined the variables that affected the human element and contributed to the development of the strategic dimension of human resources on this subject (Keçecioglu and Ayyıldız, 2009: 1180).

Constructivist Perspective

This theory has a more complex system compared to the other theories examined. Human resources handled with the belief that there are many different methods according to the constructivist approach, reach an infinite configuration by forming an integrated system with the concepts it contains. At this stage, human resources focus on the unity of the existing functionality and the ability to do business with the employees. While performing their human resources function, they should be compatible with their environment, but they should also be compatible within themselves. According to the constructivist point of view, human resources are confronted with a structure that communicates within itself but exhibits complex features. This approach turned attention to the conditionality approach and tried to give meaning to this approach based on equifinality as a principle. Within this principle's scope, human resources come up with a formation that explains how to reach the desired performance level with its unique structuring initiatives. The principle of equifinality aims to reach the desired results from points that have never been used before. The constructivist point of view stands against the

system of thought as the best practice revealed by the universal theory (Keçecioglu and Ayyıldız, 2009: 1181).

Contextual Perspective

This approach to events with the condition to approach the issue from a wider perspective unlike the approach that we have examined so far are approached from a global perspective. Researchers refuse to focus on self and goals in the field of strategic human resources from a contextual point of view. The business should proceed towards achieving its goals by taking into account what is happening outside at the same time in realizing its strategic projects.

At this stage, it is inevitable to deal with the characteristics of strategic human resources in a way that creates a relationship with the contextual approach. While the theories we have examined so far approach contextuality as a causal variable, this theory deals with human resources within the larger or social environment in which they are located. Researchers dealing with the contextual issue have reached the assumption that the context can change depending on the human resources and the conditions they are in. This draws attention to the reciprocal relationship. It would be wrong to attribute the increase in business performance only to the strategies that are desired to be achieved. The objectives to be achieved, strategic alternatives should be studied by considering the internal or external environment in which the enterprise lives. Contextual theory has been put forward to complete the missing aspects of other studies (influence of municipalities, chambers of commerce, etc.) that have been put forward so far (Keçecioglu and Ayyıldız, 2009: 1182).

While the approaches examined so far aim to look at everything from a different perspective, the contextual approach has aimed at different behavior and negatively examined prescriptive behavior.

2.9. Differences of Strategic Human Resources Management from Traditional Human Resources Management

According to some authors, HRM and SHRM are different concepts, and SHRM is about company strategy and its implementation, tries to solve HR problems by integrating HRM and strategic decision-making process and requires entirely different skills (Gürbüz, 2013: 36; Christensen, 2006: 9; Karami, Analoui and Cusworth, 2004: 52). Various aspects of SHRM that differ from HRM are summarized in Table 2.1. The differences in Table 2.1 can be explained as follows (Becton, Schraeder, 2009: 11).

Table 2.1 *Differences of Strategic HRM from Traditional HRM*

KEY ISSUES	TRADITIONAL HRM	STRATEGIC HRM
Basic Perspective/Mindset	-Interactive -Adaptation/implementation-	-Open to change -Consultant-oriented
Organization Overview	-Micro -Restricted talent demand	-Macro -Wide talent demand
Education and Training of HR Professionals	-Traditional HRM (HR specialization) -restricted Business Features	-Basic business capabilities -HR training emphasizing organizational theory, organizational culture, organizational change, strategic
Critical Skills	-Organization -Compatibility	-Strategic thinking -Planning -Diagnosis and analysis -Consultancy -Change management
Overview of Employees	-Expenses -Available resource	-Mental knowledge -Important resource
Timeframe	-Urgent demands	-Medium and long-term, current and future needs
Process/Output Orientation	-Basic subject processes -Process control	-Basic subject results -Process innovation
Risk	-Low-risk taking -Relying on proven approaches	-High-risk taking -Trying out new, promising approaches
Response to Change	-Inflexible to change	-Flexible to change
HR Systems and Applications	-Fixed, established programs and systems (such as traditional training programs)	-Innovative programs and systems that adapt (such as web-based JIT trainings)

Approach to System Development	-Responsive -Comparison with best practices -Trying to meet identified needs	-Predictive forecasting - Anticipating needs -Recognizing unspecified needs
Key Areas of Practice	-Interactive, highly repetitive/stereotypical (such as hiring/selection, training, compensation, and industry employee)	-Transformational changes, innovation (such as strategy, knowledge management, culture, organizational change, talent management. leadership
Position in the Organization	-Weak	-Strong

Source: Becton and Schraeder (2009: 11)

-Basic Perspective / Mentality

One of the main reasons organizations cannot implement SHRM is that HR plays only an operational role in the organization and is not a strategic partner. Therefore, SHRM requires a different perspective and mentality. In SHRM, HR departments can play a more consultative role within the organization, and HR professionals can assist in achieving organizational goals.

Organization Overview

HRM considers the organization from a micro perspective. HR professionals focus only on the HR function; they try to carry out daily activities and do not deal with finding solutions to problems within the enterprise. Human resources are used to persuade managers who have a say in the direction of revealing the necessary resources by targeting organizational performance planning.

Education and Training of HR Professionals

Another important issue that needs to be taken into account for HR to become more important is formal education and training. Many HR professionals have not received formal training in HR management. The Society for HRM researched with its members on the strategic nature of HR. As a result of the study, it was found that only 35% of the participants received HR training, but many HR professionals did not even receive business administration training. Since the number of these professionals

was too high, and the study concluded that they had insufficient knowledge about business principles and practices.

Critical Skills

Another potential barrier to SHRM is the core skill set or capabilities traditional HR professionals possess. Most HR professionals are trained to keep employment records, complete relevant documents, and protect the organization from legal offenses. These abilities are necessary but not sufficient. Top managers need HR professionals to serve as problem solvers, conflict managers, and coaches. Human resources have to keep up with changing conditions.

Overview of Employees

Employees in HRM are seen as costly within the enterprise. Traditional HRM operates within the organization as a managerial/administrative function.

Timeframe

HR professionals focus on the interactive aspects of their works, and many of these functions meet the urgent needs of professionals. SHRM covers both the current and future needs of the organization and requires a long-term focus.

Process / Output Orientation

Some human resources specialists within the enterprise are involved in the process. They are less interested in results. To achieve this effectively, HR needs to measure the impact of its processes and demonstrate its impact at the end of the work.

Risk

Enterprises today have to take more risks. Enterprises have to continue their activities in an environment that is difficult to predict. Enterprises need to make more effort than other enterprises.

Response to Change

HR professionals do not like change. The change of technology forces these experts the most. HR professionals see technology as a threat to themselves.

HR Systems and Applications

Many enterprises want to manage employees in the same way. However, employees fall into the category of valuable to the enterprise. HR professionals support employees to be managed with different applications.

Approach to System Development

Traditional HRM tends to follow a responsive and imitative way in developing HR systems and practices. Research results for many HR practices or best practices in specific industries are taken as an example. However, this method is not valid in terms of SHRM. Because a company chose the HR application or system does not become suitable for another company and cannot create the effect it has created for other companies.

Key Areas of Practice

Traditional HR professionals focus mainly on activities such as recruitment, selection, training, pay, and industrial relations. These activities are important for the future success of organizations. However, it is necessary to focus on strategy and culture to increase its efficiency and effectiveness. Therefore, SHRM professionals should try to develop employee skills in order to develop and implement the strategy effectively.

Position in the Organization

HR professionals should first try to strengthen their position within the organization. Individual behavioral outcomes such as absenteeism, withdrawal, turnover, and task performance gain importance in HRM studies. SHRM management, not only dwells on the individual performance, but also on the performance at the company level. At this point, it can be said that traditional HRM is a micro-oriented understanding and examines individual HRM functions (Takeuchi, 2003: 10).

In traditional HRM, human is considered as a cost element, and there are more bureaucratic activities. However, in SHRM, people are valuable

resources that help the organization achieve a sustainable competition advantage, and more strategic activities are focused on (Stroh and Caligiuri, 1998: 17).

HRM is seen as an important part of all organizational functions and participates in the decisions taken at every level of the organization and in the strategic planning process (Eren, 2013: 9).

While traditional HRM mainly focuses on worker relations, in SHRM, the focus changes, and partnership with internal and external customer groups gains importance (Mello, 2006: 14).

Additionally, in HRM, the level of integration between various HR functions is not considered, and these functions are evaluated separately from each other (Bingöl, 2014: 10).

2.10. Human Resources Management in Hotel Enterprises

The introduction of modern management methods in accommodation enterprises has been delayed compared to industrial enterprises. The development of the concept of professional management in industrial enterprises is due to the development of enterprises. Accommodation enterprises are generally small and family businesses. In this type of enterprises, family members are employers, managers, and employees. This structure of accommodation establishments has delayed the understanding of professional management. However, modern management methods seem to have started to be used in large enough accommodation enterprises. Human Resources Management often reports to the CEO in accommodation enterprises and performs more restrictive functions (hiring, registration, retirement, leave, etc.). In some small enterprises, the accounting department operates like the human resources department. This unit, called the personnel unit in some small hotel enterprises, is not authorized to interfere with the work of other units. (Erdem, 2002: 17).

The human resources departments in big accommodation enterprises have more missions than any other department and are managed by an assistant general manager or human resources director. In these enterprises, the

Human resources department has the right to perform all personnel functions (in the narrow sense) and other human resource management functions. This organizational structure has the authority of the Human Resources Department and can be included in other departments in matters falling under its scope of authority. It has a structure that includes the HQ, human resources coordinator, and related enterprise personnel unit in chain hotel enterprises. It performs functions related to human resources management, workforce planning, work analysis, finding human resources, selection and placement, orientation and training, motivation, evaluation, remuneration, discipline, and industrial relations in accommodation enterprises (Akbaba and Günlü, 2011: 199).

Human resources managers need to be very careful while performing these functions. Since the work of the employees of the accommodation enterprises is to provide the best service to the customers, satisfy them, and meet their expectations, the employees in accommodation sector should love their jobs, develop themselves, and be successful in human relations. Customers do not want to see someone who is dissatisfied and rude. It is impossible to think of an employee who does not smile, cannot communicate with others, does not love his/her job, cannot enjoy people's happiness, and cannot produce practical solutions to simple problems. Because one of the most striking features of hotel businesses is the face-to-face communication of the employee with the customer (Akçadağ and Özdemir, 2005: 167).

In summary, it is the only source of information that can follow the changes within and outside the organization in the highly demanded accommodation enterprises. A suitable accommodation facility can be built using the highest quality construction materials. These tourism facilities may wear out over time. On the other hand, devices can never maintain their performance as before. Only a person can grow and develop over time, and the more experience he/she accumulates, the more he/she can contribute. If it is accepted that employees may have different abilities, potentials, and ideas, they can develop these differences and focus on a common goal in a team spirit. In this case, new job is inevitable. These tourism facilities may wear out over time (Akıncı, 2002: 20).

2.11. Concept of Quality

Quality is a measurement that emerges when the expectations of the consumer parties for the products and services in question can be met as much as possible when they decide to purchase the products and services put on the market by any party, and perhaps more is expected to be offered to them (Parlak, 2004: 6).

Total Quality Management is a quality-oriented contemporary management model. The concept of quality is the basis of Total Quality Management. Quality is the sum of the production and service features that enable a good or service to meet customers' expectations. Quality indicates the opinion of customers or users about the product or service. Within this context, quality is a measure of meeting customer expectations and needs (Tekin, 2016a: 5-6).

In order to be able to talk about quality in a service or product, they must first comply with the standard. Standard is the process of providing an example in production, conception, measurement, and experimentation. Standardization is required to have a standard. Standardization is the process of setting specific rules and applying these rules with the help and cooperation of all interested parties in order to provide an economic benefit with a particular activity (Tekin, 2016a: 7). Within this context, business managers must first produce quality hotel services in accordance with the standards and present them to the markets.

The fact that production and consumption are related to each other and operate in a way that directly affects each other causes the two to evaluate each other. Accordingly, while production shapes its process based on how much is consumed, consumption evaluates production in the purchasing process.

The concept that is used carefully in the mentioned evaluation process is quality. Quality, as the central concept for both activities, expresses "doing the right job in the right way" or "the best, the most perfect and the most preferred" (Erkılıç, 2007: 50).

At this point, quality means being at the forefront, different from the others, and being one of the winners in the competition. Although the concept of quality actually expresses a result, it is also seen as an evaluation output. It is primarily consumers who determine the quality and place it in a definition. Regardless of the sectoral difference, all parties that will make the purchase are in the position of consumers, and in this way, they become the determinant of quality. Consumers are the primary resources of enterprises, regardless of their consumption level, and retaining them together with quality is a requirement of modern competition conditions (Parlak, 2004: 7).

The said measurement can be done in different ways, and perhaps the most important measurement is made by customers and their interest in enterprises and their products and services. Although production is generally seen as a factor that determines quality, the parties consuming the production actually reveal an evaluation together with their reactions to quality. Thus, the presence or absence of quality is fully revealed. Quality can be determined both in the first stage with appearance and as a result of a process with the trial. However, it is very important after a trial period to fully understand whether production is of good quality or not. In this way, the definition of quality emerges fully, and the quality elements are determined along with a definition of quality in the minds of consumers. When the concept of quality found an absolute acceptance and became a complete criterion for evaluations was after the Second World War. During this period, the USA and Japan provided the definition and measurement of quality with the standards they brought to the process. In this way, all kinds of productions were followed, and it was tried to understand what the quality is and what the quality means as a result of the reactions it received in the market with the outputs of the production (Cingöz and Akdoğan, 2013: 8).

When we look at the practices carried out on quality in the two countries in question, it has been seen that productions and trials that will define quality over time have been made. Thus, while trying to develop production, it has been tried to understand how consumers react to this issue in terms of quality. These reactions give meaningful indications about the level of quality and create a set of standards in mind for both producer and consumer

parties about what quality is. In particular, enterprises' adoption of these standards is a requirement of the current competitive conditions to appeal to more consumers and gain more profit accordingly. Consumer reactions are the only guiding and decision-making factors for enterprises. In another definition, quality refers to the appearance that emerges when a service is offered in a predetermined form within the standards. In other words, it is a concept that emerges with the evaluation of a product or service by emphasizing the elements such as quality, suitability, and safety (Kesen and Kaya, 2014: 97).

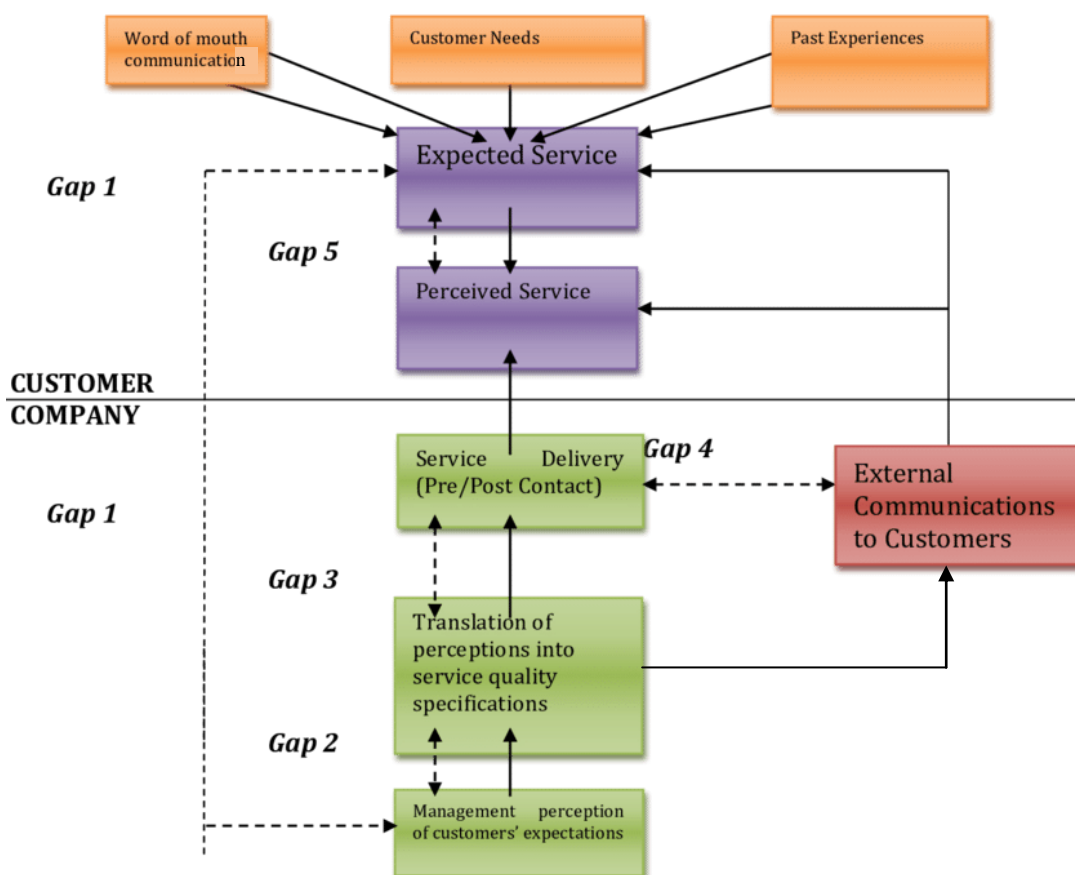


Figure 2.1. Simple Level Service Quality Model

Source: Parasuraman et al., 1985: 44 cited in Manav, 2017:8

Parasuraman, VA Zeithaml, and Leonard L. Berry (1985) claimed that the Servqual model they created (Figure 2.1) has five differences/gaps reflecting service quality problems and that these differences are between customer

expectations and understanding. The direction and size of the differences determine the quality of the service (Kılıç and Eleren, 2010: 127).

Gap 1. It expresses the difference between customer expectations and the service provider's perception of these expectations (Sevimli, 2006: 24).

Gap 2. It explains the perception of the enterprise about the difference between customer expectations and service quality standards (Eleren, Bektaş & Görmüş, 2007: 79).

Gap 3. It is the difference between certain service levels and the services provided to customers (Parasuraman, Zeithaml & Berry, 1990: 91).

Gap 4. It is the difference between the actual service performance and the performance of the service provided by the company through different communication channels (Uyguç, 1998: 31).

Gap 5. The difference between expected service and perceived service is based on the first four differences. Its formulation is as follows (Pena, Da Silva, Tronchin & Melleiro, 2013: 1229): $Gap\ 5 = f(Gap\ 1, Gap\ 2, Gap\ 3, Gap\ 4)$

One of the important points in terms of quality is the formation and perception of quality with specific standards. Especially in the process in which certain quality elements are observed in terms of production, a mental template is established regarding the concept of quality, if not physically, with the said standards, and this template is accepted by large masses and becomes a guide in terms of consumption. As a matter of fact, quality refers to a very general conceptualization. Additionally, the concept of quality differs from individual to individual to the extent of their expectations. Thus, a product or service that is of high quality for one individual may in no way qualify as high quality for another individual. For this reason, there is an apparent relativism in the concept of quality. At the same time, the perception of individuals about quality can easily change over time, so a product or service that is perceived as high quality for a long time can suddenly become a poor quality (Bengisu, 2007: 739).

2.12. The Concept of Total Quality Management

Total quality management is a management model which envisages the satisfaction of the customers and employees and is based on the participation of all personnel by focusing on quality. Total quality management is an innovative, competitive, and people-oriented management style that ensures continuous development through improvement works resulting from the participation of all employees in the business for customer satisfaction. For the success of this model, high-level managers should take an active part in Total Quality Management works (Tekin, 2016b:118).

Total quality management is the practice that aims to keep customer expectations above anything else, consider the customer superior to all else, and gather all this process around the products and services (Aksoy and Çubuk, 2006: 39).

It is of extreme value about total quality management, especially to highlight what each individual can provide. In this way, a business can bring to the fore the elements that it may not be aware of and that will support the creation of quality and serve a collective success in the institutional sense. Therefore, it is required to bring together the differences in total quality management and indirectly support each of them. Although it is generally evaluated on an institutional basis, total quality management actually refers to a process that emerges intended for the customers (Aksoy and Çubuk, 2006: 40).

In this way, the customer expectations and needs are incorporated into the total quality management such that an ordinary individual who is maybe the fundamental definer of the quality indirectly and suddenly becomes a manager of the business and determines the future of a business (Yılmaz, 2005: 27).

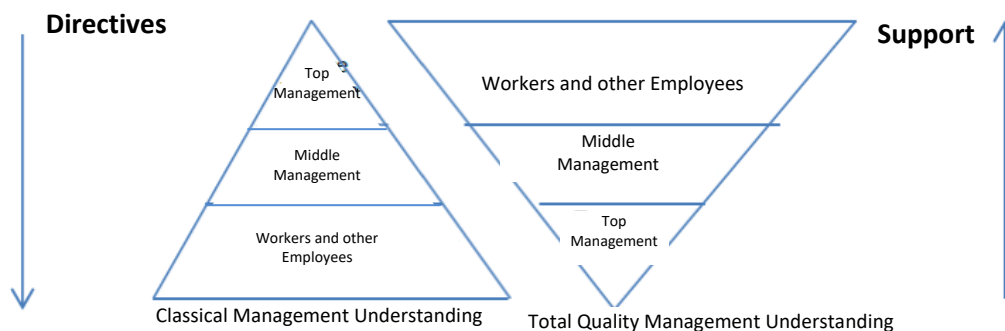


Figure 2.2. Comparison of Classical Management Understanding – Total Quality Management Understanding

Source: <http://enm.blogcu.com/kalite-kalite-kontrol-ve-toplam-kalite-yonetimi-10/2660402>)

Total quality management (TQM) is not only the quality of the product and service but also a modern management method. This can both improve the quality and increase productivity. TQM analysis the quality, cost, benefit, and profit principles with a perspective different from the traditional management methods. As a result, it is to avoid the waste of quality costs, thus, to increase productivity and reduce costs. Selling high-quality products at low prices can increase the company's market share and competitiveness power. The most competitive company will be more successful than its competitors. Managers manage the employees with a strict hierarchical structure and keep a certain distance between employees. TQM adopts a management method based on cooperation. TQM is based on the participation of all employees irrespective of their status in the organization when compared to the traditional management methods. (Figure 2.2) (Şimşek, 2001: 123).

Concerning the enterprises, customer expectations are indeed the essential variables ensuring their existence. These variables include customers' expectations, wishes, requests, and complaints that vary over time. An actual level of quality can be achieved by taking these into account. Therefore, this process should be handled and managed analytically by the enterprises. The participation of the employees of the enterprise is of vital significance. Total quality management is an activity that helps enterprises to achieve a determined success-oriented goal and helps them to increase their effectiveness in every field. Especially in today's world where the competition

moves from the local to the global, total quality management constitutes a crucial supporting move for the enterprises to survive under such challenging competitive conditions (Dođaner and Yüksel, 2003: 69).

Considering that the enterprises act mainly intended for the defined goals, total quality management is deemed somehow a guarantee for the enterprises to take goal-oriented steps. Assuming that the quality one will be appreciated and supported by the customers, the quality level that can be reached with total quality management will make the enterprises one step ahead of the others. At this point, it may be beneficial for each enterprise to use quality management programs that are universally utilized as well as their specific quality management policies. Total quality management, which describes a modern and participatory management method aiming at continuous development of the organizational processes, improvement of the conditions, and ensuring customer satisfaction, is considered as the management and working philosophy developed in line with the continuity principle in question (Naktiyok and Küçük, 2003: 43).

Therefore, it is possible to accept total quality management as a philosophy that needs to be adopted fully, not just a typical management style. Considering the issue as a philosophy all around the enterprise helps the total quality management to form a principal aspect, in this way, it can be thought that especially employees and customers can develop their perceptions of quality production and quality of the business. By this means, total quality management is in relation to human resources in various aspects. With respect to the quality of the employees and the characteristics of those who can add quality to the enterprise's operations, personnel selection of human resources has an important role. While the human resources organization is built based on this quality-oriented thought, quality becomes the philosophy of the enterprise collectively as an output of both employees and employee candidates and these actors (Mücahit and Hacı, 2011: 22).

2.13. Characteristics and Objectives of Total Quality Management

Although total quality management describes an entire activity with a quality-oriented focus, it offers quality-oriented elements and various features in its scope and gathers different elements for the enterprise and their employees. As a result, total quality management has a structure that consists of different practices and values based on quality.

When the features of total quality management are examined, the features stand out as follows (Erkılıç, 2007: 51):

- Offering customer-oriented approaches,
- Obtaining functional and permanent results, not ordinary and temporary ones,
- Offering a functional leadership structure as opposed to a fixed and dominant leadership mechanism,
- Management of processes one by one, step-by-step,
- Effective and large-scale use of the data obtained on processes,
- Organizing vocational training activities that provide the functionality to the employees,
- Benefiting from efficient and effective human resources management in order to increase the productivity of employees,
- Desiring to act together with the stakeholders of the business,
- Providing social responsibility awareness as a result of acting together with society and customers.

Considering the above-listed features, it stands out that total quality management focuses especially on sustainability and productivity. By this means, while it is tried to hold the pieces together through total quality management, it is aimed to ensure that this association lasts efficiently and without interruption.

Table 2.2 *The features that differ total quality management from the classical quality management approach*

	Traditional Method	Total Quality Management
Organizational structure	Hierarchical and rigid	Flexible and straight
Attitude for change	Status quoist	Constant change
Superiority to employee	Boss or police	Facilitator, instructor, directing leader
Superior-Subordinate relationship	Dependent, based on control and fear	Mutual interdependence, trust, and understanding
Employee efforts	Individual and rival each other	Friends who work as a team
Training of Labor	Costly labor and training	Labor is an asset, and training is an investment
Decision on Quality	Management decides on the quality	Quality is asked to the customer
Fundamental Decision	Based on the managers' experiences	Based on facts, sound knowledge, and systems

Source: Gencel, (2001: 164).

It is possible to evaluate the emerging goals of enterprises and individuals through total quality management as follows (Erşan, 2007: 9):

- Placing the processes and the individual at the center of the management system,
- Keeping the quality perceptions and satisfaction levels of the addressed customers at the highest level, without compromising the management approach, irrespective of the return of the conditions
- Adopting the concept of quality as the leading and defining factor in all management, production, and marketing stages,
- Ensuring that the individual who will provide the service is of high quality and increasing this level of quality,
- Making the perception of quality a common view and application element within the enterprise,

- Supporting the executives and employees to provide the highest level of efficiency and performance within the limits of their duties and responsibilities for quality,
- Evaluating the obtained quality elements impartially and quickly and determining the new roadmap according to the evaluations.

When an evaluation is conducted in relation to the purposes of total quality management, it can be seen that the primary focus is creating a perception of quality. Therefore, enterprises can easily give the message that quality is an integral part of their identities. Total quality management, in this regard, contributes positively to the enterprises and their employees for creating an established culture and identity on quality.

2.14. Total Quality Management Process

Although it could be considered that certain determinations on the access to quality and various practices following these determinations are sufficient, the process is actually more detailed. Among these details, the time span lapsed from the business's management structure to the delivery of the product or service to the customer and each of the outputs of this process has critical significance. Each of the obtained outputs is in the nature of a roadmap on quality. Evaluating these outputs correctly and not ignoring even the slightest output facilitates, in the end, that the enterprises obtain information about themselves as well as the market in general.

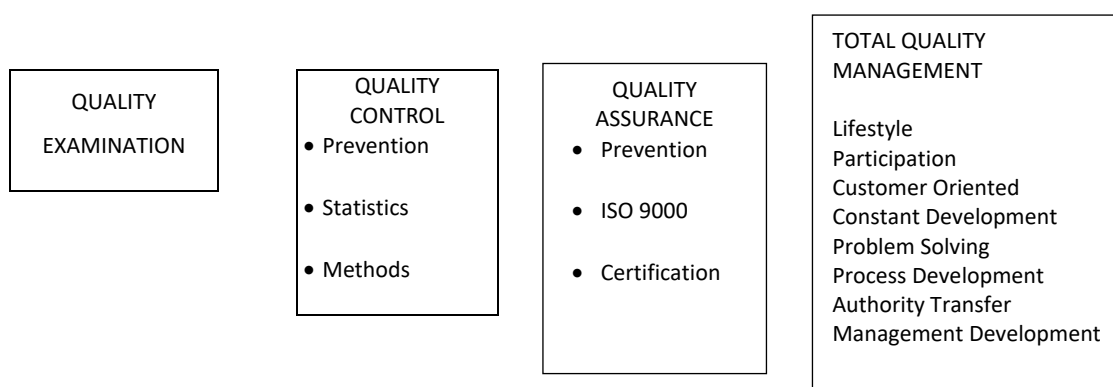


Figure 2.3. Development of Total Quality Management and Its Application Method

Source: Öğüt, Kaya, (2014: 97)

When the total quality management process is considered from this point of view, it is divided into three different stages spreading over a vast period of time, and each of them should be considered with equal significance. These stages are as follows (Öğüt, Kaya, 2014: 98):

Planning the Quality: This is the stage of designing the quality for both the enterprises that will provide it and the customers who will benefit from it. Especially, it is of great significance to detect the needs of the market and customers in general. Accordingly, it is aimed to create the “most appropriate” products and services at the most reasonable quality level.

Controlling the Quality: This is the stage of controlling the quality of the products and services that are put on the market and especially offered to the customers' appreciation, during the production phase and in the following processes. The performance exercised while offering the products and services in question and its reflections on quality also provide an idea about the perception of the enterprise on quality.

Improving the Quality: The feedback received from the customers about the products and services in the market shows the level of quality. Accordingly, if the quality is not at the required level, the enterprise tries to reach this level. On the other hand, even if the expected level of quality has been reached, efforts should be provided to maintain or even increase the level in question.

Even though these three stages seem short, they actually require a large-scale supervision and evaluation process. Most importantly, there is a situation of not being satisfied fully from the first step to the final point in total quality management. Therefore, enterprises constantly try to understand their quality level with internal evaluations, external audit support, and by comparing their enterprise with other enterprises. Even though the customers' reactions are extremely important, one of the decisive points is the fact that they evaluate themselves impartially apart from the external reactions. Additionally, the process phases, which could be evaluated alternatives with regard to the total quality management process, are also available. These are as follows (Demirkaya, 2002: 169):

Total Quality Leadership

The existence of a leader figure who will manage and direct the process correctly, as well as who can intervene, especially when he/she detects errors,

Decision Making Process

Forming a decision-making process that includes not only leaders and managers but also employees and operating this process in a wide range as much as possible,

Setting Objectives

Deciding on the design of quality processes intended for what kind of products and services,

Creating a Vision

Creating a total quality and total quality management vision that will survive not only for a specific production process but for as long as possible, and making this vision accepted by all stakeholders of the enterprise,

Defining Policy

While setting up the perception of quality, accepting that this is the policy of the enterprise, and ensuring that this policy is spread and implemented in a wide range as much as possible,

Finding Slogan

Finding a slogan that will stick with the stakeholders and customers, and plant the total quality perception of the enterprise in the minds and provide its frequent usage.

2.15. Total Quality Management Techniques**2.15.1. Quality Function Deployment**

It is a time-consuming process to show or prove that quality is a true philosophy and an important part of the system for the enterprise by deploying it to vast groups. Therefore, the most important step for showing that the enterprise works in a quality-oriented way is the necessity to deploy

this to a wide range. In this respect, quality function deployment is an important activity for enterprises to express themselves correctly. Quality function deployment is, basically, a methodology that can transform customer expectations into measurable performance differences, support the establishment of an optimized process and a good supply chain, and bring customer-oriented approach and teamwork to the fore (Güllü and Ulcay, 2002: 71).

The main objective of the quality function deployment is to ensure that a product or service has all the features that it must have in order to fully or largely meet the demands and expectations of the customers and to distribute them to the products and services in question (Delice and Güngör, 2008: 193).

Therefore, the quality perception, which seems to be only under the responsibility of the manufacturing enterprise, is deployed to the business stakeholders, and thus, the quality is implemented in every inside and outside area as a collective perception. In order to meet the expectations of the customers, the only method is to adopt the concept of quality in such unity. Additionally, quality should be adopted permanently and continuously, not temporarily. A temporary quality perception that would be accepted otherwise will create an obstacle against the success of the enterprises and bond the customers to the enterprises temporarily.

2.15.2. Deming Cycle

“Deming Cycle”, which is the total efforts performed for increasing the level of quality by control and thus creating positive quality awareness in relation to the business in the minds of customers, can be considered as another theoretical approach developed on this issue and even one of the first studies conducted in modern terms. In this regard, it could be accepted that the quality control process has started with Deming Cycle.

Deming Cycle, the method for constant development, is the cycle of PDCA (Plan, Do, Check, Act) (Figure 2.4). Basically, the Deming Cycle is carried out in four different stages: planning, doing, checking, and acting. In the planning stage, the roadmap of the production in general and how the quality

will be deployed are included in the plan. In the doing stage, it is checked to what extent the plans are put into practice. On the other hand, the checking process examines how many plans have been realized and how effective action has been taken in terms of quality, both in the doing stage and in the post-doing stage. In the last stage of acting, action is taken according to the outputs of the checking stage, and opinion is expressed on how to act success and quality-oriented (Açikel, 2011: 4).

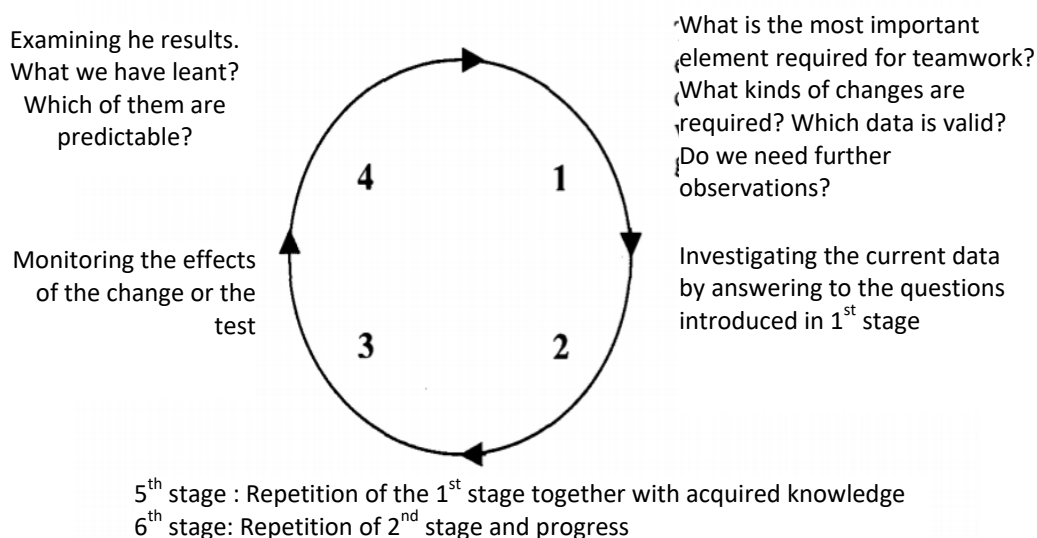


Figure 2.4. A Basic Deming Cycle Sample

Source: Bakan, (2006: 324).

The Deming Cycle, which is an output of the conferences given by Dr. W. Edwards Deming to the Japanese authorities in Japan in 1950 on quality control and increasing the level of quality, basically questions the available data on non-production activities that will affect production and the changes that are planned to be realized through with the method which the data will show. Thanks to the Deming Cycle, enterprises will better understand the value of communication and mutual interaction in the research, design, production, and sales processes in order to carry out production in line with the customers' expectations, and thus, they will care that this cycle is designed in a way to pay attention to quality (Oğuz, 2001: 279).

2.15.3. Just-in-time Production

One of the biggest problems of the enterprises regarding production, stock, and sales processes is the transportation of products from one place to another and long waiting periods in stock processes. Such problems can challenge enterprises to face severe financial burdens. Therefore, irrespective of sectors, enterprises try to find ways to eliminate stock costs and risks. As a positive result of these searches, the understanding of just-in-time production allows enterprises to set themselves out in many ways, and most importantly, reduce costs and stock risks. Even though it is not easy to apply to every sector, the basic opinion in understanding just-in-time production that an enterprise prefers is producing the number of products necessary for the market and launching them in the market (Savaş, 2003: 203).

Just-in-time production philosophy minimizes the transportation distance and processes of the products and prevents stockpiling. Thus, defective and faulty production processes experienced in mass production which are not noticed in distribution are eliminated. In just-in-time production, it is tried to create a continuous, balanced, just-in-time, and most importantly, high-quality business chain during the time lapsed from the production process to distribution and from distribution to making customers meet with the product (Aytekin, 2009: 102).

Considering the desire of enterprises to avoid overspending in every sense and low-level investments that would risk the quality, just-in-time production is a system that can provide both quality and profit at the same time. In this way, it becomes easier, both materially and morally, for enterprises to complete their missing aspects and thus carry out quality-oriented production.

2.15.4. Quality Cycle

Another important aspect for modern enterprises is ensuring the direct or indirect participation of the employees in the management process in every sense. Even though this is not practical for every business, it is regarded that the employees participate in the management during the corporation

processes. As an important element of the mentioned participation, quality circles aim to create a participatory management approach by ensuring that the employees of the enterprise develop themselves in a qualified way, especially in the professional sense. Then they are included in the business management (Canbolat, 2000: 111).

Thanks to the quality circles, it becomes possible that many employees, who come together for the interests and success of the corporation, consult with each other, mostly during working hours. The basis of these consultations concerns an effort to improve the processes and activities (Özçakar, 2010: 106).

Through the quality circles formed by gathering employees from different segments and departments, it is tried to detect the problems or deficient points in a better way and eliminate the negative aspects in this line quickly by raising the opinions of different parties. With the contribution of quality circles, it becomes possible to increase the level of productivity, improve the perception of quality, decrease the costs and create an efficient working environment. The outputs in question indicate the benefits of quality circles as a result (Canbolat, 2000: 112). The basic step that needs to be taken in order to achieve these positive outputs in quality circles is that the management shares the position and role in its hands with its employees, albeit partially.

2.15.5. Benchmarking

In the current process where the competition is increasing, and different elements and actors get involved in the competition, the enterprises need to know their competitors to survive both in their own sectors and in the business world in general. In this regard, it is not sufficient to know the rivals, but it is a requirement that the parties compare themselves with each other and accordingly locate themselves in the market. In this comparison process, which is called "Benchmarking", it is possible for enterprises better to perceive their own situations, deficiencies, and successful points. In the benchmarking technique, enterprises compare themselves organizationally and on the basis of employees with enterprises within or outside their

sectors, and it becomes possible to determine a roadmap for themselves according to the results obtained after the said comparison (Erdem, 2006: 65).

The principles that are determined in benchmarking and are thought to be beneficial for the interests of the enterprises and should be adopted are listed as follows (Topaloğlu and Kaya, 2008: 23):

Principle of Exchange

It refers to the mutual party's information exchange in order to evaluate each other.

Principle of Confidentiality

It means that the shared information is kept confidential only between the parties exchanging the information.

Principle of Use

It refers to the fact that the information obtained should only be used, as a result of the comparison, for the party who obtained the information to evaluate itself and his own interests.

Principle of the First Contact

It means that the persons who will make the first contact with each other during the comparison process are unique and specific mutually.

Principle of Third Party

It refers to exchanging information with third parties within the framework of mutual consent, as long as it is thought to be beneficial.

Principle of Preparation

Before starting the comparison as a process, the party or parties that will make the comparison should prepare in advance.

Mutual communication and agreement are critical in the benchmarking process. It is imperative that the parties act in a relationship of trust with each other, especially on information exchange. In this way, it becomes possible to make a more effective comparison according to the information obtained qualitatively with a sense of mutual trust.

The benefits of benchmarking method for the enterprises can be listed as follows (Rakowska, 2014: 10):

Different, unsuccessful, and superior aspects compared to the competitors are detailed,

The adequacy/inadequacy of the practices in the internal system of the enterprise can be demonstrated objectively,

New ideas can be obtained about the methods of enterprises in different sectors and with different practices,

The activities to be experienced through practice can be gained in a shorter time frame,

The points to be focused on specifically are revealed, and the action is taken accordingly.

2.15.6. Quality Assurance Systems

Although enterprises and their customers firmly believe in quality in a product or service, this quality must be guaranteed with specific measures and documents in the current process. The main reason for this is the necessity of trying to emphasize realism and credibility rather than a discourse on quality.

There are various quality inspection and certification institutions worldwide in this regard, both locally and globally. The leading one among these, ISO 9000, gives quality approvals for many sectors around the world. ISO 9000 gives quality assurance certificates on different areas to enterprises whose quality levels are accepted as reasonable as a result of detailed inspections (Gencel, 2001: 165).

The related certificates determine that both an enterprise and its products and services comply with a sufficient level of quality. Quality standard institutions other than ISO 9000 also conduct quality inspections in the process and try to place the perception of quality clearly in the eyes of businesses and customers.

2.16. Benefits of Total Quality Management to Enterprises

The correct total quality management systems to be implemented by enterprises that function correctly and have suitable investments will provide benefits to enterprises in various aspects in the short or long term. From this point of view, enterprises should focus on total quality management requirements instead of thinking that total quality management will provide absolute benefits. In this way, the management approach in question will help achieve a sufficient success level, even in the long run. At this point, the contribution of the employees comes out also extremely positive. Considering the importance of total quality management for enterprises that have specified it as a philosophy and system, the following outputs stand out (Doğaner and Yüksel, 2003: 70):

With the increase in the quality of production, the quality of products and services increases, the error rate decreases,

With the establishment of the understanding of quality, the level of declining error is not observed and this helps to reduce customer complaints.

The trust in the eyes of customers has increased thanks to the existence of products and services that respond positively to customers' expectations about quality,

The scrap, trash, and waste of resources is prevented through with the almost-perfect production approach provided by total quality management,

Rational production planning becomes possible as a result of a qualified increase in the amount of production,

Research and trial costs are reduced,

A certain order is gained in the relationship, communication, and information flow between the units and individuals in the organization,

The research and development activities, which form the basis of the future of the enterprise are accelerated, and more quality-oriented thinking is adopted,

The level of service offered to customers is increased, and trust and appreciation is gained by reducing product delivery durations,

The enterprise stands out in the competition by creating a difference in production and quality presentation thanks to total quality management.

Total quality management directly serves the interests of enterprises, especially when the enterprise acts in a disciplined, planned, and programmed manner. It is extremely important that the perception of quality is high. It is strengthened with total quality management, especially in terms of creating and maintaining a positive image in customers' eyes. Thus, it becomes possible to ensure continuity in the idea of quality and to continue the process in this line.

2.17. Possible Negative Aspects in the Total Quality Management Process

Even though it is specified as a positive process and concept, it is also possible to experience various problems with regard to total quality management. In particular, the employees' negative reactions to the total quality management understanding and practices of their enterprise have a great role in the occurrence of this situation.

Accordingly, when the top-to-bottom perception in terms of total quality management cannot be placed correctly and in a qualified way, it brings many possible problems. This situation makes total quality management aimless.

When the research studies conducted on the possible adverse effects of the total quality management process are examined, the following findings were reached in the research carried out for universities in England in 1990 (Bengisu, 2007: 740):

The high cost incurred by the studies,

Perceiving the process of reporting on quality as an obligation for employees to account for,

Intensification of processes such as bureaucratic correspondence and document use, and subsequently causing waste of time,

Formation of a perception that important production elements such as freedom and creativity are increasingly restricted,

Increasing formal relationships.

While a certain part of these factors can be eliminated through the opportunities provided by technology, the problems experienced or likely to be experienced in the human communication process will definitely cause the total quality management to be subject to criticism.

When the results of this research carried out in England are considered, it stands out that there are complaints from the employees at the point of formality and that these complaints restrict them from acting comfortably. Because total quality management needs to act within a certain discipline, it is possible that research participants and possibly employees, exposed to total quality management do not want this discipline.

2.18. Obstacles to Total Quality Management in an Organization

Total quality management may be one of the primary subjects on which organizations focus with regard to its results. However, it is not always easy for every organization to fully implement total quality management or get full efficiency when considered in general. Some obstacles in front of the process and some possible problems caused by the process result in falling behind the steps to be taken.

Accordingly, if the obstacles that exist concerning total quality management in an organization are listed, the following points stand out (Akyüz, 2015: 21):

The inability of the executive part to be involved fully and completely in the process and expecting all steps to be taken by the employees,

Failure to make the existing processes and policies focused on change,

Failure to build a system that can simultaneously address the mental and physical characteristics of employees cannot be built,

Failure to fully convey the mission and vision of the organization to all levels of the organization,

Failure to fully make the employees at the lowest level adopt the goals of the organization,

Failure to fully observe the positive or negative aspects of the developments and to intervene accordingly,

Focusing on what employees cannot do rather than what they can do,

Placing the employees into categories according to their efficiency which makes them estranged from each other and the organization.

Total quality management, like its name, has to deal with the enterprises collectively and by this means to integrate all parts of the organization into the process. However, this effort is not valid for all organizations; some organizations act more unsuccessfully and inconsistently. Total quality management is considered in some organizations as a practice in which only a certain group is included, and thus the said group is expected to dominate the whole development. Due to the mistakes in this point of view, organizations cannot find the opportunity to act as a whole.

2.19. Strategic Total Quality Management

Total quality management, like many other organizational management approaches, has various dimensions. These dimensions also provide extremely high-scale support for increasing the quality-oriented level of total quality management. *Strategic total quality management* is an important element among these.

Strategic total quality management is a philosophy that aims to meet the demands and needs of domestic and foreign customers and to provide value to them by establishing an organizational habit as a result of the participation of the process of all units and individuals involved in the process of creating a product or service, beyond the support provided to the quality starting from a top-level manager in an organizational structure to all lower levels of

managers and a clear understanding of the strategic value of quality (Erşan, 2007: 10).

Strategic total quality management has created a new and modern management philosophy based mainly on factors such as creativity and social responsibility and can be characterized as the next function of total quality management. The purpose behind this philosophy is to distinguish itself from competitors with creative strategies, to detect the current and potential needs of domestic and foreign customers in the most accurate way, and to play an active role in producing the products or services that are produced in a way that is sensitive to the health of the consumer and the environment (Özgüner and Özgüner, 2015: 437).

Considering in general and taking into account the point reached by total quality management and as long as it gains a strategic identity, it is mainly evaluated beyond customers' quality expectations and its impact on their social lives. Thus, the concept of social responsibility comes to the fore in strategic total quality management. Social responsibility has become one of the most important issues, not only when evaluated strategically but also in all factors of quality understanding.

2.20. Total Quality Approach in Hotel Enterprises

Total quality management was approved by production-oriented companies when it first emerged. In the first study in this area, the quality of the product was limited. The reason for this is the high level of demand, the fact that the understanding of service had not been developed yet, and the lack of awareness of the consumer, workforce, and society. For these reasons, quality control was directed to the manufacturing sector (Gürbüz, 2000: 45).

However, the development and change of market conditions and the emergence of technological and other factors have determined the need for the service sector to be integrated into the quality process. The importance of customer satisfaction has led service companies to adopt a common quality philosophy in management. The increasing opportunities of hotel enterprises and the complexity of parallel organizational structures have led to this. As a

result, hotel enterprises began to use scientific management methods and theories to better respond to increasing competition, market conditions, and customer expectations. The deficiencies in those above mentioned classical and modern management approaches have made the quality of hotels an indispensable approach for enterprises. The principles of continuous improvement and customer satisfaction, which form the basis of the general quality philosophy, have enabled this concept to bring different dimensions to hotel management, and TQM has gained importance for hotel enterprises (Özdemir and Akpınar, 2002: 85).

More importantly, the concept of quality in the hotel industry, which has made a significant contribution to the country's economy in recent years, is synonymous with the production of goods and services at the lowest prices. Reliable, physical, and psychological satisfaction is important for the customer. Customers prefer hotel companies that know exactly what their desires and needs are, can monitor these changes in their products and services regularly and can follow the changes according to these needs. Therefore, such attitudes and behaviors in the working environment inevitably led to the management of the quality of hotel enterprises (Öztürk and Seyhan, 2005: 121).

It is to provide services that will meet tourists' long-term and demanding needs, increase the operational efficiency of the enterprises, and reduce costs through qualified employees. The most effective way to move from a set of key routines to hotel operations is to initiate the process of selecting data link transfer at different receivers as a need for speed improvement. With the increase of competition in the tourism sector, many key factors have shifted to TQM, and many other key factors have been improved to not stay behind competitors in hotel operations and meet and improve standards (Taşkent, 2006: 16: 2006).

Communication factor constitutes the most of general quality management in hotel enterprises. In other words, this is an advantage of the knowledge necessary for the company to compete on a global scale. Sharing goals, policies, and strategies by business professionals, increasing their authority and responsibilities, gathering information to be the basis of decisions,

identifying guest needs and finding common solutions, and getting involved in a suitable response mechanism ensure continuous improvement; however, an effective communication model may be possible. Therefore, it is necessary to make all communication channels open and functional and establish bilateral communication. However, it is necessary to move to a horizontal organization, reduce the hierarchy as much as possible, and use open-door policies (Öztürk and Seyhan, 2005: 121).

In hotel enterprises operating in a labor-intensive industry, the only production factor that can adapt to changes is human. Money and materials can be consumed, but they can never maintain their original performance. Contrary to this, people can grow and develop. Considering that one of the fundamental factors of total quality management is continuous development and improvement, the only element that will provide this development and improvement is human. Experiencing quality by the customer takes place when the service provider and the customer come face to face. Solving a problem that may arise in a face-to-face relationship and satisfying the customer is more difficult in hotel enterprises than other businesses because hotel enterprises offer touristic products. One of the most important features of the touristic product is that it is intangible. Therefore, the human element is of great importance in hotel enterprises. It is very difficult to make up for even the smallest mistake in this sector (Özdemir and Akpınar, 2002: 86).

2.21. Service Quality

Service quality is an important tool for companies to compete with their competitors. The service company strives to strengthen communication with customers in order to improve the quality of service continuously. The service can be selected to understand what the customer's needs are. Existing services should be provided or improved. Each service offered is an essential indicator of the next sale. Customer satisfaction will lead to loyal and sustained sales, engage customers and further increase business profitability at a cost. The fact that the groups are different makes it difficult to find a common definition and makes it difficult to produce many definitions concerning the concept of quality.

Hotel management is a set of processes based on service production. Service means the activities and processes other than products that provide benefits and satisfaction when offered to a customer by an enterprise or person. For example, processes such as tourism, health, banking, marketing, education, and transportation are considered within the scope of service. The service can be a stand-alone process or a complementary process to the product. For example, banking is a stand-alone type of service. The food produced in the restaurant is a product, and the food service is a service activity. Service quality aims to organize the service provided in the enterprise according to the wishes and needs of the customer. The service provider is usually human (Tekin, 2016a: 28).

Quality is an important concept for consumers. Cornick (1991) defined quality as the sum of all the necessary product or service features to meet demand.

Palmer's abstract concept (1998) uses intangible elements such as employee reliability, selfishness, sincerity, and helpfulness while evaluating the services. When purchasing a service, the inability to compare the quality of the physical object means that the service must be somewhat defined and compared with other services.

2.22. Dimensions of Service Quality

Service quality was previously considered to be intangible and invisible qualities. In recent years, the quality of the service has been embodied by the standardization studies carried out regarding service quality. As a result, measurement of service quality has been achieved. Regardless of the type of service, some measures have been developed to measure the quality of the service. These measures are accessibility, responsiveness, timeliness, completeness, accuracy, professionalism, reliability, security, clarity, continuity, flexibility, service environment, and appearance (Tekin, 2016a: 29).

Service quality parameters were determined in a pioneering study by Parsu Parasuraman, Valari Zeithaml, and Leonard Berry (Zeithaml et al., 2018: 87). Parasuraman et al. (1985). Defined quality of service quality parameters by

classifying consumers' perception of quality. The interaction between the service provider and the consumer can lead to positive or negative experiences (Dörtyol, 2014: 81). These dimensions represent how consumers organize the information in their minds about the quality of services (Zeithaml et al., 2018: 88). Determining the consumer- enterprise relationship, education and service quality affects the best experience of consumers in ten aspects.

Reliability

The company providing the service ensures that the service is provided safely when necessary. In its more common meaning, reliability is when enterprises get things right, such as delivery, service delivery, problem-solving, and pricing on the service promised to their customers. (Zeithaml et al., 2018: 89). In other words, it is defined as performing the service to be put forward correctly for the first time by examining the service problems and eliminating the mistakes (Berman et al., 2013:550). When the company does not keep its promises of "delivery, service, problem-solving, and pricing" customers will have a bad experience concerning the products and services purchased, leading to negative thoughts about the company.

Competence

It can be defined as the knowledge and skills that the firm uses while carrying out service production (Parasuraman et al., 1985: 47). When customers experience the service, it is easier for customers to access the information they want to receive without any hassle if they have sufficient knowledge and skills to interact with the service staff and service. Parasurman et al. (1991) stated that customers should be knowledgeable about this issue, which was the first time to address this problem correctly.

Responding

It is to define the existence of employees serving the consumer, their willingness to do so, and their answers to the questions asked while providing the service (Parasuraman et al., 1985: 47). In other words, attention and speed are provided when dealing with customer needs, questions, complaints, and problems (Zeithaml et al., 2018: 90). Parasurman

et al. (1991) defined it as communicating what a customer expects from a service worker, what is offered by the product, and how it is done. In other words, customers are notified when the service will be available, and customer representatives are ready to act according to the customer's needs (Berman et al., 2013: 550).

Accessibility

It means the access to a service to be purchased without a time limit (Parasuraman et al., 1985: 47). The simultaneous implementation of service production and consumption forces customers to move from one place to another, so enterprises must have locations available. Therefore, appropriate working time and daylight waiting time affect the customers' enjoyment of services. Reducing the problems caused by time, space, and other factors affecting the usability of services enables the customers to access the service quickly whenever they need it.

Politeness

It is referred to as a kind and polite response to a customer's questions (Parasuraman et al., 1985: 47). Customers expect people from retailers to to key employees to show courtesy (Berman and Evans, 2013: 61). This communication between the customer and the staff in service delivery affects customer satisfaction. Therefore, providing the skills of the employees working in service delivery will ensure customer satisfaction in services.

Communication

It means informing the consumer about the services, listening to their questions, and finding solutions (Parasuraman et al., 1985: 47). Customers are informed of the activities before and after the purchase of services, and it is tried to eliminate deficiencies in services. Before purchasing a service, it is crucial to explain the service itself, provide adequate information about the costs, and convince the consumer that the services can be reimbursed for these costs.

Reputation

This includes creating a sense of dignity, prestige, and trust in the consumer due to the job (Parasuraman et al., 1985: 47). Trust can be defined as the transfer of experience to the existing customers and new customers as a result of positive relations with customers. It can be defined as the formation of key points in the decision-making processes of customers who use the products and services of enterprises and focusing their experiences on the quality of the next purchase.

Safety

Safety is defined as the knowledge and courtesy of the employees and the ability to strengthen the trust and confidence of the company and the customer. This measure is even more critical for services (e.g., banking, insurance, brokerage, medical and legal services) that do not have confidence in customers' ability to evaluate services or outcomes which they consider to be high risk (Zeithaml et al., 2018: 90). This means that the service to be purchased does not cause doubt, and no element will endanger the consumer. Employees should take precautionary measures to ensure their customers' safety and make their customers feel safe in their actions (Berman et al., 2013: 550). Trust leads to less stress and more precise decisions in purchasing consumer services.

Empathy

It can be defined as understanding the needs and desires of enterprises by putting themselves in the consumer's shoes. In addition, employees who understand the customer's needs can evaluate the customer differently and perform actions that will make each of them feel special (Berman and Evans, 2013: 550). In other words, the essence of empathy is to let customers know that their experience is unique and their needs are fulfilled by the enterprise (Zeithaml et al., 2018: 89). Communication must be personalized in order to achieve this (Levi and Weitz, 2012: 506).

Physical Resources

It can be defined as the tools used in service provision and service delivery. Services are not perceivable like a commodity. Therefore, customers cannot see or touch them. For example, healthcare providers cannot see or touch

them (Levi and Weitz 2012: 50). That is why companies try to provide physical evidence. For example, evidence is provided to the customers by hanging the diplomas on the wall or showing the completed works by architectural companies.

2.23. Concepts of Performance and Business Performance

In this part of the study, information about business performance and performance will be provided. First, an answer will be sought to the question of what performance is, and then detailed information will be given about the scope and characteristics of the performance. The criteria, requirements, and dimensions of business performance will be discussed in this section.

Performance is the qualitative or quantitative transfer and evaluation of the results or the objectives of the results at the end of planned activity and the level of achievement of the objectives (Yıldız, 2011: 11).

Today, the understanding of competition of enterprises has changed rapidly under the effect of globalization. Because of this change, the understanding of competition among enterprises changes. Since enterprises want to struggle with many different competing factors such as innovation, flexibility, and speed, they need to have tangible and intangible resources, and since their performance is evaluated in terms of the use of these resources, they should be managed in a way that will provide competitive advantage (Şen, 2010: 16).

The concept of performance, defined as the degree of capacity utilization in the dictionary, is the rate of realization of the objective in general terms (Köse and Çekici, 2016: 145).

Performance, which is also defined as the level reached as a result of the plans for realizing a specific objective (Ayanaoğlu et al., 2010: 41), can also refer to goods, services, productivity, efficiency, or output according to its use (Çam, 2016: 14).

In general, performance is the measurement of whether or not the predetermined goals, objectives, plans have been achieved, or the level of achievement. In this respect, the performance focuses on the relationship

between goal-result, objective-result, or plan-result in terms of enterprises (Çam, 2016: 15) and evaluates their relationship.

Performance and performance measurement are concepts related to internal control management functions. Internal control and performance concepts have an important place in the business management's ability to achieve enterprise's objectives.

While performance has a special place in businesses, it has also played the most influential role in obtaining the expected results at all stages of life and in every action. Enterprises have resorted to many different methods to increase their performance. The performances that most affect the enterprises have been analyzed and revealed according to the sector and company structure. (Kitapçı, 2006: 8; Aktaran, Göztepe, 2009: 13).

“Performance” is simply defined as the measurement of efficiency. However, if a more comprehensive definition is to be made, performance is the quantitative (quantity) and qualitative (quality) expression of where an individual, a group, or an enterprise undertaking a job has reached and what it has achieved towards the intended goal (Tınaz, 1999: 380).

Another definition is that it means the qualitative or quantitative classification of the data obtained due to works aiming at a general purpose and planned for this purpose (Williams, 1998: 4; Aktaran, Öztürk, 2010: 16).

The definition of another researcher is that it is goods, services, or ideas that are provided to complete the task and achieve a goal in a way that meets predetermined criteria within the context of a task (Helvacı, 2002: 2).

Performance is the way of expression where the individual is in his work towards the goal he wants to achieve through his work and to what extent he has reached his goal, and of this targeted data numerically (Cania, 2014: 373).

Performance in terms of organizations *is the product of goods, services, and thoughts created as a result of the employees' efforts to reach the organization's goals (Yılmaz, 2005. 28).*

There is a link between the task and the person in performance management. They are never independent of each other. This shows the degree of fulfillment of their current responsibilities within the limits of duty. The data shows the last point that the individual, unit, or group can reach while doing the work (Karaca, 2004: 9).

Performance of a system is the output of the system or the result of the operation as a result of a certain period. It is a concept that determines the data obtained in terms of quality and quantity (Akal, 2005: 12; Songur, 1995: 4).

According to the definition of Cania (2014: 374), performance is the quantitative and qualitative expression of where a person, group, or enterprise doing a job can achieve in relation to the desired goal, in other words, what it has achieved.

While the concept of performance means the limit of success and strength, in other words, it is expressed as the degree of success provided for a certain job or task that needs to be done (Karakaş and Ak, 2003: 335).

Business performance is the degree to which enterprise's goals and objectives are achieved and all the efforts to achieve these goals (Zerenler, 2005: 15).

Evaluating all efforts to achieve the enterprise's goals is defined as "business performance" (Akal, 2005: 13).

2.24. Measurement of the Business Performance (Analysis)

Performance measurement is the process of evaluation by comparing the performance of individuals, units, or enterprises with predetermined performance standards, objectives, and targets or taking the performance of other similar enterprises as the basis (Öncü et al., 2015: 150; Çatı et al., 2012: 24).

Performance measurement is also called performance analysis. It is defined as the process of regularly and systematically collecting data, analyzing, evaluating, and reporting this data in order to control its resources, products

or services, outputs and results in order to increase the performance of an enterprise (Ömürbek and Mercan, 2014).

The business performance process consists of the stages of the performance management process, namely the stages of determination, measurement, feedback, and motivation of the enterprise's performance objectives (Zerenler, 2005: 16).

Performance measurement in enterprises is a fundamental part of the control function, a function of management. The control function aims to determine and measure performance targets, compare the performance achieved with the determined targets, and eliminate the detected differences. In terms of business management, control, which is complementary to the functions of planning, organization, execution, and coordination and covers the measurement of performance, is very important for businesses. The underlying reason is the fact that the immeasurable is uncontrollable, and the uncontrollable is unmanageable (Yıldız, 2011: 12).

Performance measurement is carried out within the scope of control activities. In this context, it is one of the main functions of management. Performance measurement, which is a tool that helps managers in fulfilling the planning and control function (Chenhall and Smith, 2007: 266), is carried out to take an existing system under control or to improve the system or to establish a new system (Lauras et al., 2010: 342).

The measurement of business performance ensures to detect the level of achievement of the goals of the enterprise, as well as to obtain relevant information by considering the positive and negative aspects of the enterprise. This information helps the company to determine its future objectives (Yasin and Gomes, 2010: 9).

It is tried to answer the questions of "Where are we?", "Where could we be or how good could we be?" and "Where should we be?" through performance measure. In order to find the answers to these questions, it is necessary to determine the current situation of the enterprise. Then, the planned and current situation need to be compared. The management needs some indicators in order to make this comparison. These indicators, called

performance indicators, are used to detect the differences between the desired situation and the actual situation. In addition, it directs the managers in the decisions that should be taken to minimize or eliminate these differences. With the performance indicators, the performance of the enterprise is measured, and the answers to the previous questions are provided (Öncü et al., 2015: 151; Çatı et al., 2012: 25).

The first thing to do in establishing performance measurement systems is to determine the clear, measurable, and realizable objectives of the enterprise. In addition to determining the general objectives of the enterprise, department and employee-based objectives should also be determined. All objectives should be determined with the cooperation of employees and managers, and they should act together to achieve the objectives. Individual goals must be in harmony with departmental and enterprise goals (Zerenler, 2005: 17).

Enterprises need some predetermined indicators to evaluate their performance and make improvements. Performance levels are measured in line with the criteria for achieving the determined objectives. What needs to be done here is determining the performance criteria correctly. Enterprises form their performance levels by taking these criteria into account (Köse and Çekici, 2016: 146).

The performance analysis process starts with the planning stage, which is a management function and ends with the measurement of business performance. It is the measurement activities conducted on the enterprise's data after the objectives of an enterprise are determined, and performance indicators showing the level of achievement of the objectives are defined (Akal, 2005: 14).

At this point, the importance of the enterprise objectives and the process of determining the objectives stand out. In this line, there are some characteristics that enterprise objectives must have in order to measure performance effectively. In this respect, the characteristics that enterprise objectives should have are as follows (Zerenler, 2005: 18):

Consistency

Enterprise objectives should be in harmony with the culture, values and goals of the enterprise.

Clarity and Certainty

Enterprise objectives should be clear, specific, unambiguous and well defined.

Challenging

Standards of enterprise objectives should support the improvement of performance.

Measurable

Objectives should be correlated with numerical data and be measurable.

Accessible

Objectives should be achievable, taking into account internal (resource, money, time, etc.) and external factors.

Acceptable

Business management and personnel should adopt and internalize enterprise's objectives.

Associated with Time

When determining the enterprise objectives, it should be determined on a time basis.

Focused on Teamwork

The enterprise objectives should consider the enterprise as a whole and give importance to the success of a single employee as well as the joint success of related and other employees.

2.25. Benefits of Measuring Business Performance

The primary purpose of using performance measurement systems by enterprises is to determine and realize enterprise goals and objectives. Measuring business performance can be considered as the enterprise seeing itself in the mirror. Whether or not the performance measurement system is

effective is of great importance for enterprises to see their own realities and evaluate the relationship between goals, objectives and results. At this point, efficiency can be expressed as the value that the performance measurement system adds to realizing enterprise goals and objectives. In this line, it can be stated that companies that possess the advantage of effective performance measurement are more dynamic when compared to those that do not (Zerenler, 2005: 20). The benefits of measuring business performance in an enterprise can be listed as follows (Erdem et al., 2011: 79):

It allows seeing how the enterprise is operated and how it conducts its activities,

It provides helpful information for enterprisees to identify the root causes of their success and/or failure,

It allows detecting possible performance gaps,

It allows identifying the performance that can be rewarded,

It shows the degree of realization of resource use according to the plans made,

It allows management to play an active role in business-related matters.

One of the benefits of measuring business performance is the evaluation of the management functions of the enterprise. In this context, measurement of business performance can also be defined as the evaluation of the effectiveness of the internal control system. Therefore, it is among the benefits of measuring the business performance that internal control system applications in an enterprise will increase financial performance and, thus, in business performance. The underlying reason for this is the general belief that effectively implemented internal control systems improve the reporting process and produce reliable reports that enhance the accountability function of a enterprise's management (Mawanda, 2008: 13).

2.26. Business Performance Measurement Methods

Today, the business performance methods of an enterprises have constantly improved and changed (Zerenler, 2005: 21). First of all, the determination of

the costs was taken as a basis (traditional management approach), and it is seen that this understanding was effective for a long time. Then, the profit-cost-productivity trio was taken as the basis (Ayanaoğlu et al., 2010: 42). Later, different criteria such as customer and personnel satisfaction, production or service quality, efficiency, innovation, competition, market share, and social responsibility were added to these factors (Zerenler, 2005: 22). Today, the concept of performance is defined by the dimensions of performance. These are as follows (Ayanaoğlu et al., 2010: 43);

- Efficiency
- Effectiveness
- Productivity
- Economics
- Quality
- Quality of working life
- Innovation
- Profitability and budget compliance

When the scientific literature is reviewed, there are approaches that group the business performance measurement methods as innovation, market, production and financial performance or functional performance, output performance, innovation and adaptability success (Apaydın, 2008: 126-128).

It is observed that, in the literature, it is also classified as traditional performance and modern (contemporary/innovative) performance measurement, financial performance and non-financial performance measurement (Kingir and Taşkiran, 2006: 195).

In addition, it is also commonly addressed as subjective and objective performance measurement (Çatı et al., 2012: 26; Akbaba and Erenler, 2008; Yıldız, 2011: 13).

Today, enterprises use the concepts of financial, non-financial, objective and subjective performance measurement more in determining their performance. In fact, although they are used in different ways, financial and

objective performance measurement methods or non-financial and subjective performance measurement methods have the same meaning for the enterprises. However, there is no uniform performance measurement method that all enterprises can use. The structure and scale of the enterprises, the sector they are in, the culture and mission they have are the factors that affect which performance measure they will use. An enterprise must define its vision, mission, and strategies before determining its performance measures. Then it should establish the performance goals, objectives, and criteria (Akgül, 2004: 209). As a result, enterprises use many performance criteria (dimensions) that have significant effects on business performance in order to evaluate the past activities of the enterprise and to make decisions about its future (Erdem et al. Performance measurement criteria are evaluated as subjective and objective, financial and non-financial performance measurement taking into account the performance criteria they use more.

2.26.1. Subjective and Objective Performance Measurement

In the subjective performance approach, business performance is generally evaluated by comparing it with its competitors (Çatı et al., 2012: 27; Akbaba and Erenler, 2008: 21; Yıldız, 2011: 14).

In the objective performance method, the absolute performance criteria of the enterprises are evaluated (Çatı et al., 2012: 28), and the business performance is measured with the help of numerical values and quantitative data (Akbaba and Erenler, 2008: 22; Yıldız, 2011: 15).

Criteria such as profitability, growth in sales, and market share are objective, and criteria such as customer and employee satisfaction are among the subjective performance criteria (Erdil and Kitapçı 2007: 233; Çatı et al., 2012: 29).

It is accepted that there is a strong relationship between objective and subjective performance measurement methods (Ngai and Ellis, 1998: 119; Dawes, 1999: 65).

Although the application of the objective approach is the most appropriate method in determining the business performance, it is not easy to obtain

accurate or precise performance data from the enterprises (Dess and Robinson, 1984: 265).

Since enterprises do not want to provide information about themselves, especially the financial information (Dawes, 1999: 67), even if they want to, it takes time to collect this information (Caruana and Pitt, 1997: 608), and the information provided by enterprises sometimes does not reflect the truth (Dess and Robinson 1984: 265), it is not only tricky and but also not healthy to measure performance (Akbaba and Erenler, 2008: 26).

Therefore, the subjective approach is considered and recommended as a reliable tool in measuring business performance. In other words, it can be asserted that the perceived measurement of business performance is used instead of the objective performance measurement (Caruana and Pitt, 1997: 608).

It is recommended that the company use subjective and objective performance measurement methods to measure its performance. This approach also applies to financial and non-financial measurement methods, which will be explained shortly. For the success of performance measurement, the use of criteria that address the enterprise as a whole and cover the entire enterprise provides more meaningful results.

2.26.2. Financial and Non-financial Performance Measurement

Financial performance analysis provides information about the organizational performance of enterprises by indicating the level of realization of economic objectives (Ecer et al., 2011:153).

Financial performance provides information about the enterprise to the top managers of the enterprise and the persons in the decision-making mechanism. The purpose of financial measurement in an enterprise is to save the enterprise from financial negativities that may arise and protect it from failures such as inability to pay off debts, default, bankruptcy-executive proceedings, and liquidation taking the necessary measures. Therefore, financial performance measures are needed to help to determine the level of achievement of the financial goals of the enterprises (Yükçü and Kaplanoğlu, 2015: 588).

The history of financial measurement dates back to Ancient Egypt. It has been revealed that the Egyptians, Phoenicians, Sumerians, Ancient Greeks and Romans kept records of their trade. It is seen that some accounting concepts were also used in the 3600s B.C. Today, even though the methods for measuring business performance have changed over time, the awareness of financial understanding always maintains itself. This is because enterprises always need performance measurement. In the vision and mission of an enterprise, there are calculations for profit-making and growth. Businesses established for social purposes cannot be indicated as such examples (Zerenler, 2005: 23).

Many methods have been determined to make financial measurements of enterprises (Çam, 2016: 16). Ratio analysis comes first among these methods (Yükçü and Kaplanoğlu, 2015: 589). The method that compares the financial values of the enterprise with each other and explains the balance sheet of the enterprise that provides profit and loss information is ratio analysis (Akbulut and Rençber, 2015: 65).

Some information is required to be provided by the enterprise in order to make the ratio analysis. These are called financial data. The accuracy of financial information is of great importance. It should be true and clear (Yükçü and Kaplanoğlu, 2015: 590).

In this context, it could be stated that financial performance is effective on the internal control system of the enterprise and the business performance. Financial performance measures, when used alone, are insufficient to reflect real business performance. Because the measurement of financial performance is criteria which are rather obsolete and limited in scope (Reiner, 2005: 381), historical and retrospective, lacking the ability to predict, unable to be taken into action, unable to perceive changes quickly, presented in a collective and summary form and does not fully show the value of intangible assets (Debusk et al., 2003: 215).

Today, many criteria are used in order to measure business performance, besides the financial dimension, *such as efficiency, effectiveness, quality, customer and employee satisfaction, value creation, new service and product development, quality of the working environment, market share and social*

responsibility (Fuentes et al., 2004: 425), *flexibility*, *speed*, *innovation*, *shareholder satisfaction*, and *personnel development* are also used (Çatı et al., 2012: 30). These dimensions are called non-financial performance indicators.

Today, enterprises have difficulties in making non-financial measurements. Financial performance measures have a concrete structure. Non-financial performance measures (knowledge, competence, employee satisfaction and customer loyalty, customer and personnel satisfaction, quality, etc.) are intangible. This makes it challenging to measure business performance (Reiner, 2005: 382). Therefore, in terms of business success due to performance measurement, it is crucial to consider the advantages and disadvantages of both methods in the process of measuring business performance (Erdem et al., 2011: 81).

Many researchers have focused on developing business-wide performance evaluation systems that explore financial and non-financial indicators of the enterprise. More technological, self-sacrificing, balanced, concrete and future-oriented performance measurement techniques have started to be used to measure business performance (Yılmaz and Bititçi, 2006: 371). It has been understood that such studies give more reliable results in measuring business performance (Blesa and Ripolles, 2007: 651).

2.27. Performance in Hotel Enterprises

Performance and performance measurement is a detailed and complex issue for hotel enterprises. Performance means different things for customers, employees, managers, and other stakeholder groups, depending on their expectations. It means receiving quality service for a customer, providing quality service for an employee, ensuring the continuity of the enterprise, and making a profit for managers. However, due to the unique characteristics of hotel enterprises, it is tough to measure business performance. The ability of hotel enterprises to be successful under changing conditions, compete with their competitors and continue their existence depends on their ability to measure and manage their performance. When evaluated in terms of business performance, it has been revealed in the literature that many

negative factors affect performance in hotel enterprises. These criteria are called financial performance and non-financial performance, objective and subjective performance measures in the literature.

As mentioned above, financial performance measures (profitability, total sales, return on investment, etc.) are the most used criteria by enterprises to measure business performance (Kennerly and Neely, 2002: 1222; Michalisin et al., 2004: 1108).

In order for enterprises to maintain their existence, protecting and constantly reviewing their financial structures are important factors in protecting their enterprise structures. Therefore, hotel managers are required to determine the current situation by ensuring internal control and effectiveness and using financial analysis techniques effectively (Karadeniz and Kahiloğulları, 2014: 74).

However, it is thought that these criteria do not fully reflect business performance (Phillips, 1999: 31; Reiner, 2005: 383; Eccles, 1991: 131-137).

For this reason, non-financial indicators such as service quality, customer and employee satisfaction, new service development, occupancy rate per room, number of stays are also needed in these enterprises in addition to the financial criteria.

In addition to the distinction between financial and non-financial performance measurement methods used to measure business performance, performance measurement systems are also divided into objective (objective) and subjective (subjective). The performance of a business can be measured using objective and subjective performance measurement variables. It is observed that studies investigating business performance in accommodation enterprises generally adopt a subjective approach. It is understood that different criteria are used in the evaluation of business performance with a subjective approach. In some studies, it is seen that managers evaluate business performance according to their own thoughts and expectations by comparing them with other enterprises operating in the industry, their main competitors, hotels in the region where the enterprise is located, and industry averages (Akbaba and Erenler, 2008: 27). The

occupancy rate, annual revenue per room and staff turnover rate is used to measure objective performance in hotel enterprises, and factors such as *dimensions related to consumers, financial dimensions, organizational dimensions, social dimensions and dimension related to employees* are used in order to measure subjective performance (Kuşluvan and Eren, 2008: 177).

It is understood that many and different criteria are used together in the measurement of business performance in the tourism industry. Generally, profitability indicators such as the profitability of capital, sales, and assets (Kim and Kim, 2005: 549), dictators such as the number of customers, the average amount of expenditure made by customers, the amount of sales revenues (Page et al., 2000: 9), the increases in sales revenues, enterprise's market value, employees' trust in the enterprise, job satisfaction, organizational loyalty, productivity (Cho et al., 2006: 262), share prices, quality level, growth trend of the enterprise, occupancy rates, average daily room price, are among the widely the performance criteria used in accommodation enterprises (Akbaba and Erenler, 2008: 28).

2.28. Importance of Performance Evaluation

The primary purpose of using performance measurement systems by enterprises is to determine and realize enterprise goals and objectives. Measuring business performance can be thought of as the enterprise seeing itself in the mirror. Whether or not the performance measurement system is effective is important for enterprises to see their own realities and evaluate the relationship between goals, objectives, and results. At this point, efficiency can be expressed as the value that the performance measurement system adds to realizing enterprise goals and objectives. In this line, it can be said that the enterprises that have an effective performance measurement system are more dynamic when compared to those that do not (Zerenler, 2005: 24). The benefits of measuring business performance in an enterprise can be listed as follows (Erdem et al., 2011: 82):

It allows seeing how the enterprise is operated and how it conducts its activities,

It provides helpful information for enterprises to identify the root causes of their success and/or failure,

It allows detecting possible performance gaps,

It allows identifying the performance that can be rewarded,

It shows the degree of realization of resource use according to the plans made,

It allows management to play an active role in business-related matters.

One of the benefits of measuring business performance is the evaluation of the management functions of the enterprise. In this context, measurement of business performance can also be defined as the evaluation of the effectiveness of the internal control system. Therefore, it is among the benefits of measuring the business performance that internal control system applications in an enterprise will lead to an increase in financial performance and, thus, in business performance. The underlying reason for this is the general belief that effectively implemented internal control systems improve the reporting process and produce reliable reports that enhance the accountability function of an enterprise's management (Mawanda, 2008: 13).

With the increase in developments globally, technology has started to spread rapidly all around the world. In this context, natural resources have started to be consumed rapidly. It has also become easier for consumers to control the enterprise in every aspect, enabling organizations to develop themselves quickly (Kabakçı, 2007: 11).

The main purpose of measuring performance is to evaluate the degree of conformity of organizational activities with strategic objectives. In order to measure performance, some measurement criteria must be chosen correctly within the framework of the determined objectives. Then, as a result of the measurements conducted in line with these criteria, the reasons that negatively affect the performance are found, and works are started to eliminate these reasons with the measures taken in this sense. All these studies refer to the performance evaluation process as a whole (Kabadayı, 2002: 61).

Performance measurement in organizations is one of the most essential tools used by management to control processes. The function of control in organizations is to identify and eliminate the causes of differences. In this context, performance objectives are determined, determined objectives are measured, and the measured objectives are compared with the achieved performance (Sipahi, 2005: 107).

Financial indicators have always been important for enterprises. This is entirely dependent on financial performance. In addition, during the industrial revolution, criteria such as efficiency, knowledge, quality, innovation, reputation have been indicators of business performance. Information-based data has become an important element, together with financial and tangible assets, in achieving the goals desired by the enterprise (Ermem, 2002: 16).

Even though enterprises can measure performance today, financial and material indicators are insufficient in performance measurement under today's conditions. The competition among enterprises has reached profound dimensions, making it necessary to reevaluate performance measurement and valuation systems (Yüksel, 2002: 11).

2.29. Purposes of Performance Evaluation

The main purposes of the performance criteria are presenting the current state of affairs to the management in an objective way and providing an environment for the necessary behaviors in the planning, control, and implementation of the activities. Secondly, the rewards (bonus, salary increase, promotion, and recognition) to be presented for the excellent work conducted by the employees and the process improvement suggestions deemed appropriate are determined so that both the employee and the employer can evaluate their performances (Kabadayı, 2002: 62).

The purposes of performance measurement can be listed as follows (Akgemci, 2008: 8):

Developmental objectives (ensuring the effectiveness of training programs),
Purposes for ensuring legal compliance (organizational practices comply with the law on subjects such as transfer, promotion, dismissal, rewarding),

Objectives for rewarding and motivating employees,

Purposes for human resources planning (conducting communication and human resources management reviews, remuneration, controlling human resources selection tools),

Objectives for determining the financial structure of the enterprise,

Objectives for the creation of strategic plans.

2.30. Performance Criteria

Quality: The fact that customers' expectations concerning goods and services are met as desired is called "quality". The concept of quality, which is a dimension of business performance (Akal, 2005: 15);

Allows the production of products and services in accordance with their intended use.

Ensures efficient use of enterprise resources.

Enables organizations to fulfill their social responsibilities by creating the appropriate production-service idea in order to meet customer expectations.

According to Cania (2014: 375), product quality is the combination of design, suitability and use aimed at helping customer needs at the most convenient and economic level, and it is the sum of the elements expressed both quantitatively and qualitatively. Quality measurements are made by means of design use dimensions and criteria determined for suitability. The cost of quality is taken into account when evaluating quality performance. In order to achieve quality at an economic level, criteria related to costs should be determined. Some quality indicators used in organizations are given below.

Productivity: It comes from the Latin word "producure" and is used as the equivalent of the word "productivity". Productivity expresses the relationship between the output obtained as a result of production activities in a certain period and the input used to provide this output. In terms of productivity, businesses aim to create the highest output with the lowest resource use. It is necessary to examine the relationship between output and input at every

stage involved in the production process and ensure positive developments in both input and output dimensions (Öztürk, 2010: 17).

The ratio between the goods and services obtained at the end of the production process and the resources consumed in product production is called productivity (Bilgin, 2004). In other words, productivity is the proportional relationship between the amount of output (products and services) in a certain period and the amount of input (resource) usage in the same period. Since productivity is also related to results, it can also be defined as the relationship between the time spent to achieve a specific result (Prokopenko, 2001: 476; Cited by Beduk, 2009: 16).

Profitability: The concept of profitability is the ratio of the profit provided by the enterprise in a certain period to the capital used in the same period. In addition, profitability is formulated as the cost of production divided by capital (Şimşek and Çelik, 2008: 13).

The factors affecting profitability, in general, are as follows: factors related to competition and market, sales and expenses, investment (assets), employment and other factors (Ayanda, Sani, 2011: 7).

The increase in profitability of enterprises depends on increasing the speed of return of capital due to increasing sales or making more sales with the same amount of capital and/or increasing profits by enlarging the positive margin between sales and costs (Okat, 2010: 15).

Effectiveness: The performance dimension that determines the degree to which organizations achieve these objectives that they have defined as a result of their activities to achieve these goals is called effectiveness (Akal, 2005: 16).

The concept of effectiveness includes the ideal potential that is possible if a new standard of performance is achieved, an objective can be reached, or all constraints are removed. In general, effectiveness defines the long-term goals of the enterprise. In this way, it is possible to get answers to the questions of what else can be done and how to be better (Cania, 2014: 376).

Effectiveness is an outcome analysis aimed at determining the level of objective achievement. Moreover, the available data defines the level of

realization of the objective, and in cases where it is insufficient, an evaluation can be made on the results. The fact that the result belongs to the purpose taken as the basis for measuring effectiveness causes the difference between the result and the output to be important in effectiveness measurements. Results are perceived as different from the output, which is often expressed in quantitative values, and are expressed in terms of qualitative and quantitative dimensions of goals (Akal, 2005: 17).

Efficiency is expressed as an indicator obtained by comparing the actual use of a production resource with certain techniques and standards (Cania, 2014: 377).

Innovation: When the literature on performance measurement in accommodation enterprises is reviewed, the studies can be found which use the ratio analysis method for the tourism sector and the enterprises in the sector and review the relationship between financial performance and financial performance in different time periods. In general, it is seen that the financial preferences of tourism enterprises and the factors affecting these preferences, the use and frequency of financial analysis techniques in tourism enterprises, the analysis of financial performance through the ratio analysis method and the effects of capital or financing structure decisions on financial performance are studied. Many studies are available in the literature studying which financial ratios are used in hotel enterprises. Since the ratios are a method used to measure the business performance, similar studies are given below in the tourism sector, tourism and accommodation enterprises, and especially in hotel enterprises in terms of the purpose of the study. In addition, studies in which management tools that affect performance are used to measure the performance of hotel enterprises are also included.

Types of innovation in a business in today's world can be enumerated as innovation in production processes or production methods, innovation in products and services, and innovation in the market. In today's intense competition, an institution that does not aim for innovation falls behind its competitors and cannot be accepted by the environment. Such an enterprise cannot be a leading enterprise by failing to meet the needs of consumers (Eren, 2006: 14).

Business administrations that are open to innovation try to prepare an environment that encourages learning in the institution. They know that resistance to change often stems from unconsciousness and fear of the unknown (Ghalamkari et al., 2015: 118).

When the scientific literature is reviewed, many studies are available to measure tourism enterprises' performance and financial performance, accommodation enterprises, and hotel enterprises. There are studies comparing the financial performances of sub-sectors in the tourism sector. While the studies are carried out to determine which ratios are used to measure financial performance in hotel enterprises and their frequency, there are also studies to determine the best performing business. In addition, there are also studies conducted to determine how factors such as market diversification, strategic planning, outsourcing, macro and micro factors, e-commerce, e-accounting, website development, leadership orientations, innovation and global events affect the performance and financial performance of hotel enterprises.

In general terms, the performance of a business system is shaped by the relationships between performance dimensions. In this line, this study tries to measure the performance of hotel enterprises by using multiple variables together instead of measuring it with a single variable. It is considered that the study, which measures the effect of the internal control system applied in hotel enterprises on business performance, will contribute to the literature as well as to the hotel enterprises and related persons.

2.31. Basic Theories Used for the Theoretical Framework of the Thesis

Deming and Quality Control

American statistician William Edwards Deming (October 14, 1900 - December 20, 1993) is known for improving U.S. production during the Cold War, especially quality management in Japan. These studies in Japan played an important role in the development of the industry after the Second World War. He argued that raising the cost would increase market share by reducing costs and increasing productivity. In his book titled *A New*

Economic for Industry, Government, and Education, Edwards Deming laid the foundation for a general concept of quality by criticizing classical management approaches and giving examples from enterprisees and employees (Balci, 2003: 9).

Schermerhorn and Innovativeness

According to Schermerhorn (1989:520), innovation is the process of creating new ideas and putting them into practice as part of the normal working order of the organization. Accordingly, it can be formulated as innovation = discovery, invention + application. Innovation often occurs in the form of process and product innovation. Organizational innovation takes place in four stages:

1. Idea generation (discoveries, creation of new forms of knowledge around extensions of existing known).
2. Initial trials (conceptual discussion of ideas with others),
3. Feasibility determination (testing of feasibility and financial value through formal feasibility studies).
4. Final application (implementation of the new process) (Schermerhorn, 1989:522-523).

Frederick W. Taylor and scientific management approach

The scientific management approach developed by Taylor constitutes a significant turning point in the effective use of their human resources for employers before World War II in the United States. In the approach, also known as Taylorism, the basis is defined as the suitable person for the job, specialization in jobs, determining the standards of the jobs and efficiently putting the jobs on time. Following these production and performance-oriented studies, the employees' job satisfaction and motivation came to the fore. Although Taylor's scientific management approach started to have fractions, this understanding covers an important area in terms of human resources management (Tosun, 1990: 13).

Joseph Alois Schumpeter: Entrepreneurship and Innovation

Joseph Alois Schumpeter (1883-1950), an Austrian economist, politician and sociologist, is a philosopher who stands out for his versatile work. At this point, one of the most prominent studies in the economics literature is about the role of entrepreneurship and innovation in economic change and development processes. Entrepreneurs, defined as innovators and income architects, played an important role in Schumpeter's economic analysis, and the roles and behaviors of entrepreneurs in realizing economic change formed the main theme of economic development analysis. At this point, the entrepreneur has disrupted the balance by innovating and promoting economic change. At the same time, Schumpeter saw innovation as an essential source of technological progress. Schumpeter considered creative destruction as a critical element in the continuation of capitalism and mentioned the impact of innovative entrepreneurs on changing the internal structure, destroying the old and constantly creating the new in the process of the emergence of the creative destruction process.

Karl Popper; Falsification Principle

The falsification principle has fired an important discussion in a wide range from philosophy of science to social sciences method in connection with Karl Popper's philosophy. It has brought a new voice to the field of methodology by expanding and enriching it in the context of discussion and within the framework of the philosophy of science. Therefore, anyone who studies methodology must be interested in Popper's philosophy to some extent. A defender of the falsification principle, Popper is thus among the most mentioned intellectuals with his work on his system. Definition of the falsification principle is that falsification is only one measure of the empirical properties of propositional lines; it must be defined by the rules provided when the system is detected as false. (Popper, 2017: 109-110) Popper challenged the Logic Principle in the Logic of Positive Thinking. For Popper, the falsification principle is a measure of the proposal subject to certain rules. He accepted that all decisions reflecting the structure that contradicts the propositions adopted within the framework of these rules are wrong (Popper, 2017: 109-110).

Adam Smith, The Theory of Moral Sentiments and the Nature and Causes of the Wealth of Nations

Although it has been more than two centuries since his life (1723-1790) and his left-behind works, he created a new space with the thought system he created in the works he left behind, and his influence has continued. Adam Smith has two major works: *The Theory of Moral Sentiments*, published in 1759, and *The Question of the Nature and Causes of the Wealth of Nations*, published in 1776. Besides these studies, he has a work called *History of Astronomy* in the 1750s and *law* in the 1760s. Smith is recognized as the founder of classical political economy. This is mainly because while much was about political economy. Although some work has occasionally been distributed, Smith consistently worked on the *Wealth of Nations* and developed the economic theory of classical-liberal thought. When Smith established this thought system, he was influenced by many wise men such as his teacher Hutchinson, Locke, Hum, Mandeville, Turgot, and Quesnay. In addition, Newton played an important role in developing and presenting the idea of a "natural freedom system" (Kazgan, 2011: XII). Although he was influenced by many wise men and created his own thought system, this thought system profoundly affected many wise men after him. Some of those are Richard, J.S. Mill, Say, Condorcet, Bastiat. Until the 20th century, advocates of neoclassical economics and supporters of neo-liberal economics often based their views on Smith and saw themselves as his continuation. However, the consensus of the neoclassical and neoliberal advocates of economics with Smith is not as expected (Vergara, 2006: 12).

Kaizen Management and Philosophy

The primary starting point of the philosophy of kaizen, which started with the term kaizen, which means good and continuous improvement, is that nothing is always perfect and better (Karakaya, 2004: 586). In the kaizen philosophy that focuses on change, continuous improvement focuses on every aspect of life with small steps. These improvements can be carried out at home, at work, in personal life, in short, anywhere. If the improvement specified in the proposal is to be made in the workplace, the participation of the manager and employee, including senior managers, should be ensured. The main purpose

of this philosophy is to always aim for the better without being satisfied with the current situation. Because "being satisfied with the current situation is the principal enemy of Kaize" (Çetinay, 2013: 2). In the kaizen cost method, which plays an important role in reducing the costs incurred in the production process, it is emphasized that the processes should be improved to improve the results because it will not be possible to achieve the expected result without the appropriate conditions of the operation. Special attention should be paid to criteria such as discipline, good use of time, skill development, sharing and effective participation, morality and communication (Çetinay, 2013: 11; Yükçü, 2000: 26-31).

Government: Peter Drucker

Drucker is the sage who first defined government in the 1940s as the founding organ and function of modern society. He also realized that governance is not only a "corporate management" but also a key organ of all institutions of modern society. According to Drucker, the source of change is the realization of a knowledge-based revolution within capitalism. According to him, the revolutions, which occur in the nature of education, change society and social institutions and create a capitalist society. Understanding governance also differs in post-capitalist society (Mucuk, 2005: 16).

CHAPTER 3

METHOD

In this chapter, the objective and scope of our research, its question and model, its rationale and level of analysis, and the research method will be explained.

3.1. Research Model and Hypotheses

This research was conducted with a descriptive research model. Descriptive research is a research model that tries to explain situations, past or present events, concepts, relationships related to a problem. This research design is illustrated below. In this study, the dependent variable is strategic human resources management, and the independent variables are total quality management and business performance. The primary research model given below (Figure 3.5) shows that strategic human resource management, total quality management, and business performance are inter-correlated. Additionally, research questions are also stated here. In the light of these distinctions, a basic research question was composed.

“Does innovation in strategic human resources management and service quality have any effect on the business performance of hotels?”

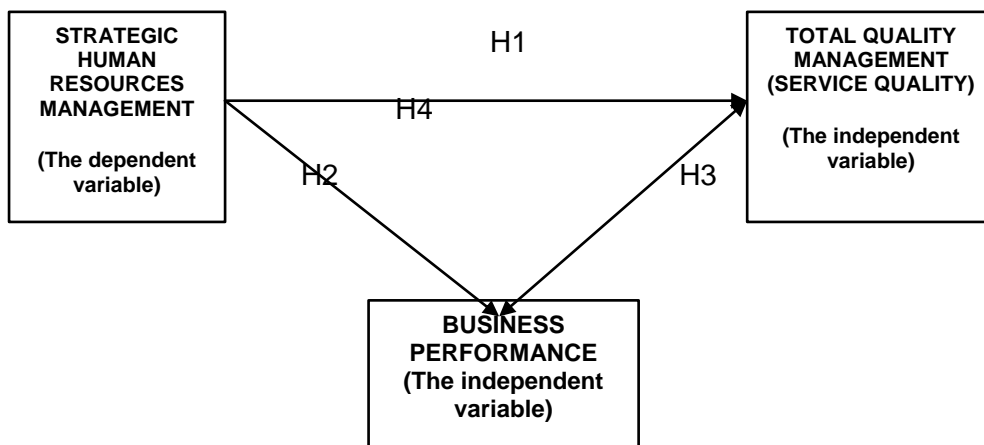


Figure 3.5. Model of the Research

The opinions of hotel managers and employees on the subject were tried to be interpreted according to their socio-demographic and organizational characteristics to determine the effects of innovation in strategic human resources management and service quality of 5-star hotels operating in Antalya on the business performance of hotels. Additionally, studies that have been conducted before and still available in the literature were also investigated within the scope of our research.

The main hypotheses of this research, which aims to determine the effects of innovation in strategic human resources management and service quality of 5-star hotels in Antalya on the business performance of hotels, are presented herein below.

H₁ : Innovation in strategic human resource management and service quality is correlated with the business performance of hotels.

H₂ : Strategic human resource management and the business performance of hotels are correlated.

H₃ : In the hotel enterprises, innovation in service quality is correlated with the business performance of the hotels.

H₄ : Innovation in strategic human resources management and hotel service quality affects the business performance of hotels.

Sub-Hypotheses of Strategic Human Resource Management Dependent Variable

H₁ : There is a correlation between the gender of the hotel managers and employees and strategic human resource management.

H₂ : There is a correlation between the ages of hotel managers and employees and strategic human resources management.

H₃ : There is a correlation between whether hotel managers and employees have management responsibilities or not and strategic human resource management.

H₄ : There is a correlation between the marital status of hotel managers and employees and strategic human resources management.

H₅ : There is a correlation between the educational status of hotel managers and employees and strategic human resources management.

H₆ : There is a correlation between the working period of hotel managers and employees in this institution and strategic human resources management.

H₇ : There is a correlation between the department in which hotel managers and employees work and strategic human resources management.

H₈ : There is a correlation between the seniority of hotel managers and employees in the sector and strategic human resources management.

H₉ : There is a correlation between the duration of work of the hotel managers and employees in the current department and strategic human resources management.

H₁₀ : There is a correlation between the types of previous hotels where hotel managers and employees worked before and strategic human resources management.

H₁₁ : There is a correlation between whether hotel managers and employees received any training for their position or not and strategic human resources management.

H₁₂ : There is a correlation between the place where hotel managers and employees received training for their position and strategic human resources management.

H₁₃ : There is a correlation between the working period of hotel managers and employees in this institution and strategic human resources management.

H₁₄ : There is a correlation between whether hotel managers and employees speak foreign languages or not and strategic human resources management.

H₁₅ : There is a correlation between which foreign language is known by the hotel managers and employees and strategic human resources management.

Sub-Hypotheses of Total Quality Management Independent Variable

H₁₆ : There is a correlation between the gender of hotel managers and employees and total quality management.

H₁₇ : There is a correlation between the ages of hotel managers and employees and total quality management.

H₁₈ : There is a correlation between whether hotel managers and employees have management responsibilities or not and total quality management.

H₁₉ : There is a correlation between the marital status of hotel managers and employees and total quality management.

H₂₀ : There is a correlation between the educational status of hotel managers and employees and total quality management.

H₂₁ : There is a correlation between the working periods of hotel managers and employees in this institution and total quality management.

H₂₂ : There is a correlation between the department in which hotel managers and employees work and total quality management.

H₂₃ : There is a correlation between the seniority of hotel managers and employees in the sector and total quality management.

H₂₄ : There is a correlation between the duration of work of the hotel managers and employees in the current department and total quality management.

H₂₅ : There is a correlation between the types of previous hotels where hotel managers and employees worked before and total quality management.

H₂₆ : There is a correlation between whether hotel managers and employees received any training for their position or not and total quality management.

H₂₇ : There is a correlation between the place where hotel managers and employees received training for their position and total quality management.

H₂₈ : There is a correlation between the duration of training received by hotel managers and employees for their position and total quality management.

H₂₉ : There is a correlation between whether hotel managers and employees speak foreign languages or not and total quality management.

H₃₀ : There is a correlation between which foreign language is known by the hotel managers and employees and total quality management.

Sub-Hypotheses of Business Performance Independent Variable

H₃₁ : There is a correlation between the gender of hotel managers and employees and business performance.

H₃₂ : There is a correlation between the age of hotel managers and employees and business performance.

H₃₃ : There is a correlation between whether hotel managers and employees have management responsibilities or not and business performance.

H₃₄ : There is a correlation between the marital status of hotel managers and employees and business performance.

H₃₅ : There is a correlation between the educational status of hotel managers and employees and business performance.

H₃₆ : There is a correlation between the working period of hotel managers and employees in this institution and business performance.

H₃₇ : There is a correlation between the department in which hotel managers and employees work and business performance.

H₃₈ : There is a correlation between the seniority of hotel managers and employees in the sector and business performance.

H₃₉ : There is a correlation between the duration of work of the hotel managers and employees in the current department and the total quality management.

H₄₀ : There is a correlation between the types of previous hotels where hotel managers and employees worked before and the business performance.

H₄₁ : There is a correlation between whether hotel managers and employees received any training for their position or not and business performance.

H₄₂ : There is a correlation between the place where hotel managers and employees received training for their position and business performance.

H₄₃ : There is a correlation between the duration of training received by hotel managers and employees for their position and business performance.

H₄₄ : There is a correlation between whether hotel managers and employees know foreign languages or not and business performance.

H₄₅ : There is a correlation between which foreign language is known by the hotel managers and employees and business performance.

3.2. Population, sample, and selection

The tables regarding the hotels surveyed, the regions they are located in, and the number of participants is given below.

Table 3.3 *Number of hotels in the research period*

Hotel status (between 1 January 2018 and 30 May 2018)	Number of Hotels
All hotels available during the survey period	356
Hotels operating during the survey period	310
Hotels not participating in the survey (Closed, renovation, or without tourism activity contract)	46
Total surveyed hotels	36

As we can see in Table 3.3, the research population consisted of all 356 five-star hotels located within the borders of Antalya province between January 1, 2018, and May 30, 2018 (Annex 3). The number of hotels operating in the said period is 310. Forty-six of these hotels did not want to participate in the research. However, considering the number of employees among the hotels in operation as of the season, 36 hotels, which were taken as a sample, could be reached due to their acceptance to participate in the study.

Table 3.4 *The locations of the hotels participating in the research*

Region No.	Region Name	Locations of Hotels
Region 1	Antalya — Center	Konyaalti, Lara, Kundu
Region 2	Kemer - (West)	Beldibi, Goynuk, Kiris, Tekirova
Region 3	Manavgat - (Near east)	Kizilot, Serik, Belek, Kadriye
Region 4	Alanya - (East)	Konakli, Mahmutlar

As we can see in Table 3.3, the province of Antalya, where the research was conducted, is divided into four regions. Of these regions, the 1st region is in the central district of Antalya, including Konyaalti, Lara, and Kundu; the 2nd

region in the West is Kemer district including Beldibi, Göynük, Kiriş, Tekirova; the 3rd region in the near east is Manavgat district including Kızılot, Serik, Belek, Kadriye; and the 4th region in the east is Alanya district including Konaklı and Mahmutlar (East) districts.

Table 3.5 *Number of hotels and employees surveyed*

	Number of Hotels Surveyed	Number of Participants in the Surveyed Hotels
	13	119
	5	50
	12	87
	6	61
TOTAL	36	317

The number of employees participating in the survey from 36 five-star hotels consists of 317 people, as given in Table 3.5. It has been observed that the number of employees varies in hotels. There are two fundamental reasons why people from Five Star hotels are chosen as the population. First of all, due to their organizational structure, strategic human resources management practices are more applicable in these hotels. Secondly, a study to determine the effect level of strategic human resources management of five-star hotels on business performance, as important private economic enterprises in terms of the value they produce and transfer to the country's economy, will both contribute to the literature and produce results that can be beneficial for the economic field of activity it belongs to.

Table 3.6 *The total number of employees and survey participants in the hotels*

Employee Status	Number of people
Total employees in hotels	1200
Survey respondents from hotels	317

As shown in Table 3.6, 1200 people are working in the five-star hotels where the application was made. The study was completed with 317 people, except for the employees who did not accept participating in the research or filled the data collection tools incompletely and were not in the enterprise at the time of the application.

Table 3.7 *Positions of those who fill out the questionnaires at the hotels*

Department in which they work	Number of people
Front Office (Reception)	41
Housekeeping	30
Food & Beverage	59
Kitchen	21
Technical service	29
Human Resources	46
Accounting	35
Procurement	9
Sales and marketing	12
IT	11
Security	13
Health Club & Spa	11
TOTAL	317

As given in Table 3.7, the distribution of the responders to the survey according to the departments are as follows; 41 Front Office (Reception) personnel, 30 Housekeeping personnel, 59 Food and Beverage personnel, 21 Kitchen personnel, 29 Technical Service personnel, 46 Human Resources personnel, 35 Accounting personnel, 9 Purchasing personnel, 12 Sales and Marketing personnel, 11 IT personnel, 13 Security personnel, and 11 Health Club & Spa personnel.

3.3. Data Collection Tools of the Research

The data collection form prepared for the research consisted of four parts. The questionnaire method was chosen in the data collection technique. The data collection form used within the scope of the study was developed with minor corrections and additions deemed necessary.

The questionnaire form comprising 93 statements in total that can be detailed as Demographic 9 (Ist Section), Variables on Strategic Human Resource Management 26 (IInd Section), Variables of Total Quality Management 39 (IIIrd Section), Business Performance Variables 19 (IVth Section) were applied to managers and employees of 5-star hotels selected by simple random sampling method (n=317). In a simple random way, the population is defined with precise boundaries, and a list is prepared by numbering each

unit that makes up the population. The number of samples taken from each section in the scheduled list is determined by the drawing method or a random computer. On the other hand, the numbers that make up the sample can also be determined using the random numbers table (Ural, 2011: 38). All statistical analyzes were based on a significance level of 0.05.

Survey questions (n=317) consisting of open-ended questions (1) in general comprising demographic information of managers and employees of 5-star hotels operating in Antalya, (2) Variables related to Strategic Human Resources Management (IIInd Section Section), (3) Variables related to Total Quality Management (IIIrd Section), (4) Business Performance Variables (IVth Section).

3.3.1. Socio-demographic Data Form

In the first section, the effects of strategic human resources management of 5-star hotels on the business performance of hotels for the renewal of service quality were analyzed referring to the gender, age, managerial responsibilities of 5-star hotel employees and managers, their marital status, educational status, duration of work in the institution, the department they work, their seniority in the sector, the duration of work in the current department, types of hotels they have worked before, their status of receiving any training for their position, the place and duration of received training, whether they speak any foreign language or not, and the foreign language they know that are compiled totally under nine topics.

3.3.2. Strategic Human Resources Management Scale (SHRMS)

Strategic human resources management scale will be used. In the literature review, Youndt et al. (1996: 836), Collins and Clark (2003: 740), Demirtaş (2003: 123) gathered in the framework of sub-dimensions of education, participation, reward, staffing, and performance. The Strategic Human Resources Management scale used sub-scale items including staffing, training, participation, performance evaluation, and reward systems used in previous studies within the framework of strategic human resources practices in this study. The scale consists of 16 items, and the Cronbach's Alpha value

was found to be 0.79 in the analysis performed to test its reliability. In order to determine the sub-dimensions of the scale, factor analysis (principal component) was performed. Within this context, it will be applied in enterprises as a strategic human resources management scale. In our study, Cronbach's α value was 0.97.

3.3.3. Total Quality Management Scale (TQMS)

The TQM scale was developed by Grandzol and Gershon (1998: 80) and adapted into Turkish by Çetin and Özçakar (2014: 15) and aims to measure the activities related to TQM. (The scale includes the following sub-dimensions; leadership (5 items), continuous improvement (4 items), employee satisfaction (5 items), training-learning (5 items), process management (8 items), collaborations (8 items), and customer focus (4 items)). The questions in this scale were measured with a five-point Likert scale. In the scale given, scores correspond the following: 1: strongly disagree, 2: disagree, 3: neither agree nor disagree, 4: agree, 5: strongly agree.) Cronbach's α value for the entire scale was found to be 0.941. In our study, Cronbach's α value was 0.961.

3.3.4. Business Performance Scale (BPS)

Questions regarding the determination of the level of business performance were prepared by using the study of Arısoy (2010: 19). As a result of the reliability analysis, the alpha value of the reliability dimension for measuring the size of business performance, which is tried to be expressed with 14 questions, was found to be 0.839. Cronbach's Alpha value is predicted to be equal to or greater than 0.70. In this case, since all alpha values calculated for each dimension are greater than 0.70, it is understood that the sub-dimensions of the scale have internal consistency. These results show that the features that are tried to be measured are most likely measured correctly. Evaluations in the form are as follows: "1–Strongly Disagree, 2–Disagree, 3 – No Idea, 4 – Agree, 5 – Strongly Agree". In our study, Cronbach's alpha value was found to be 0.977.

3.4. Analyzing Data

The research was carried out with a questionnaire designed to be applied to hotel managers and employees to determine the effects of strategic human resources management of 5-star hotels operating in Antalya on the business performance of hotels for the renewal of service quality. Approval of the participants is received by acknowledgment and informed consent for the implementation of the questionnaire.

Relevant multivariate analyzes were used to achieve the objectives of the study. In our study, Cronbach's Alpha coefficient was used to evaluate the reliability of the questionnaire.

The data obtained in the research were analyzed using the SPSS (Statistical Package for Social Sciences) for Windows 23.0 program. Number, percentage, mean and standard deviation were used as descriptive statistical methods to evaluate the data. The t-test was used to compare continuous quantitative data between two independent groups. The Oneway Anova test was used to compare continuous quantitative data between more than two separate groups. The Scheffe test was used as a complementary post hoc analysis to determine the differences after the Anova test. Pearson correlation and regression analysis were applied between the continuous variables of the study. The findings were evaluated at a 95% confidence interval and 5% significance level.

CHAPTER 4

RESULTS

In this section, for the solution of the research problem, the findings obtained as a result of the analysis of the data collected from the hotel managers and employees through scales in determining the effects of the strategic human resources management of the 5-star hotels which participated in the research and continue their activities in the province of Antalya, on the business performance of hotels for the renewal of the service quality. Given explanations and comments are based on the findings obtained.

4.1. Socio-Demographic Findings

The socio-demographic information of the managers and employees of the 5-star hotel enterprises participating in the survey is included in this section.

Table 4.8 *Distribution by socio-demographic characteristics (n=317)*

Demographic characteristics	Number (n)	Percent (%)
Gender		
Female	140	44,2
Male	177	55,8
Age		
18-25	60	18,9
26-35	138	43,5
36-45	93	29,3
46-55	24	7,6
56-65	2	,6
Marital status		
Married	156	49,2
Single	134	42,3
Divorced	25	7,9
Widow/Widower	2	,6

Table 4.8 shows the distribution of the data of 5-star hotel managers and employees in the study. Their distribution is as follows; by gender (n=140) (44.2%) female, (n=177) (55.8%) male; by age (n=60) (18.9%) 18-25 years old (n= 138) (43.5%) 26-35 years old, (n=93) (29.3%) 36-45 years old, (n=24) (7.6%) 46-54 years old, (n =2) (0.6%) 56-65 years old; according to marital status (n=156) (49.2%) married, (n=134) (42.3%) single, (n=25) (7,9%) divorced, (n=2) (0.6%) widow/widower.

Table 4.9 *Distribution by socio-demographic characteristics (n=317) (Continued)*

Demographic characteristics	Number (n)	Percent (%)
Level of education		
Primary education	29	9.1
High school	125	39.4
Associate degree	54	17.0
Bachelor's degree	91	28.7
Master's Degree	14	4.4
Doctorate	4	1.3
Management responsibility status		
Yes	151	47.6
No	166	52.4
The working period in the institution		
1-5	246	77.6
6-10	41	12.9
11-15	18	5.7
16-20	4	1.3
21-25	8	2.5
Year of seniority in the sector		
1-5	133	42.0
6-10	84	26.5
11-15	33	10.4
16-20	37	11.7
21-25	19	6.0
26-30	7	2.2
31 years and above	4	1.3
Duration of work in the current department.		
1-5	229	72.2
6-10	53	16.7
11-15	23	7.3
16-20	6	1.9
21-25+	6	1.9

Table 4.9 shows the distribution of knowledge of 5-star hotel managers and employees in the study. Distribution was found as follows; according to education level (n=29) (9.1%) primary school, (n=125) (39.4%) high school, (n=54) (17.0%) associate degree, (n=91) (28%) ,7) bachelor's degree, (n=14) (4.4%) master's degree, (n=4) (1.3%) doctorate; depending on the status of taking management responsibility (n=151) (47.6%) yes , (n=166) (52.4%) no; according to the length of service in the institution (n=246) (77.6%) 1-5 years, (n=41) (12.9%) 6-10 years, (n=18) (5.7%) 11-15 years, (n=4) (1.3%) 16-20 years, (n=8) (2.5%) 21-25 years; according to the year of seniority in the sector (n=133) (42.0%) 1-5 years, (n=84) (26.5%) 6-10 years, (n=33) (10%, 4) 11-15 years, (n=37) (11.7%) 16-20 years, (n=19) (6.0%) 21-25 years, (n=7) (2,2%) 26-30 years, (n=4) (1.3%) 31 years and above; according to the duration of work in the current department, (n=229) (72.2%) between 1-5 years, (n=53) (16.7%) 6-10 years, (n=23) (7.3%) 11-15 years, (n=6) (1.9%) 16-20 years, (n=5) (1.9%) 21-25+ years.

Table 4.10 *Distribution by socio-demographic characteristics (n=317) (Continued)*

Demographic characteristics	Number (n)	Percent (%)
Department in which they work		
Front Office (Reception)	41	12,9
Housekeeping	30	9,5
Food & Beverage	59	18,6
Kitchen	21	6,6
Technical service	29	9,1
Human Resources	46	14,5
Accounting	35	11,0
Procurement	9	2,8
Sales and marketing	12	3,8
IT	11	3,5
Security	13	4,1
Health Club & Spa	11	3,5

Table 4.10 shows the distribution of the data of 5-star hotel managers and employees in the study. Distribution was found as follows; by department (n=41) (12.9%) Front Office (Reception), (n=30) (9.5%) Housekeeping, (n=59) (18.6%) Food and Beverage, (n=21) (6.6%) Kitchen, (n=29) (9.1%) Technical Service, (n=46) (14.5%) Human Resources, (n=35) (11.0%) Accounting, (n=9) (2.8%) Procurement, (n=12) (3.8%) Sales and Marketing, (n=11) (3.5%) IT, (n= 13) (4.1%) Security, (n=11) (3.5%) Health Club & Spa.

Table 4.11 *Distribution by socio-demographic characteristics (n=317) (Continued)*

Demographic characteristics	Number (n)	Percent (%)
Type of previous hotels they worked before		
Apart hotel	10	3.2
Hotel	40	12.6
5-star hotel	209	65.9
Boutique hotel	9	2.8
Resort	13	4.1
Family hotel	5	1.6
Restaurant	31	9.8
Have they received any training for their position?		
Yes	169	53.3
No	148	46.7
Place of training		
At school	107	33.8
did not receive training	176	55.5
Safety training	5	1.6
On-the-job training	23	7.3
Chamber of Commerce and Industry	6	1.9
Duration of training		
did not receive training	222	70.0
3 years	11	3.5
4 years	37	11.7
2 years	8	2.5
1 year	39	12.3
Do you speak any foreign language?		
Yes	183	57.7
No	134	42.3

Table 4.11 shows the distribution of data of 5-star hotel managers and employees participated the study. Distribution was found as follows;

according to the type of previous hotel they worked before (n=10) (3.2%) Apart hotel, (n=40) (12.6%) Hotel, (n=209) (65.9%) 5-star hotel, (n=9) (2.8%) Boutique hotel, (n=13) (4.1%) Holiday village, (n=5) (1.6%) Family hotel, (n=31) (9.8%) Restaurant; have they received any training for their position? (n=169) (53.3%) yes, (n=148) (46.7%) no; according to the place of training (n=107) (33.8%) at school, (n=176) (55.5%) received no training, (n=5) (1.6%) safety training, (n=23) (7.3%) on-the-job training, (n=6) (1.9%) Chamber of Commerce and Industry; according to the period of training (n=222) (70.0%) did not receive training, (n=11) (3.5%) 3 years, (n=37) (11.7%) 4 years, (n =8) (2.5%) 2 years, (n=39) (12.3%) 1 year, according to if they speak any foreign language? (n=183) (57.7%) yes, (n=134) (42.3%) no.

Table 4.32 *Distribution by socio-demographic characteristics (n=317) (Continued)*

Demographic characteristics	Number (n)	Percent (%)
Foreign language status		
English	142	44,8
German	12	3,8
Russian	28	8,8
Arabic	2	,6
Chinese	4	1,3
Doesn't speak any foreign language	129	40,7
Total	317	100,0

Table 4.12 shows the distribution of data of 5-star hotel managers and employees participated the study. According to the foreign languages they speak (n=142) (44.8%) English, (n=12) (3.8%) German, (n=28) (8.8%) Russian, (n=2) (% 0.6) Arabic, (n=4) (1.3%) Chinese, and (n=129) (40.7%) no foreign language.

4.2. Reliability Analysis

Reliability analysis was performed for the questionnaire questions used in the research. Cronbach's Alpha test statistics were used for the reliability of the questionnaire questions. The evaluation criterion was used to evaluate the Cronbach Alpha coefficient and assessed as follows; If $0.00 \leq \alpha < 0.40$, the scale is unreliable. If $0.40 \leq \alpha < 0.60$, the scale has low reliability. If $0.60 \leq \alpha < 0.80$, the scale is quite reliable. If $0.80 \leq \alpha < 1.00$, the scale is highly reliable.

4.2.1. Reliability Analysis of Strategic Human Resources Scale

Table 4.43 *Reliability analysis of strategic human resources scale*

Cronbach's Alpha	N of Items
,970	26

Strategic human resources internal consistency coefficient was calculated. As a result of the analysis, Cronbach's Alpha value was determined as 0.970.

Table 4.5 *Item total analyzes related to the strategic human resources scale*

	Adjusted Item- Total Correlation	Cronbach's Alpha value when the item is deleted
The effectiveness of any Human Resource Management (HRM) practice in your organization depends on the effectiveness of other HRM practices (like successful training improves performance)	,632	,969
The Human Resources (HR) strategies determined in your organization are compatible and supportive of each other.	,732	,968
Applications within the scope of HRM systems are carried out in harmony with each other.	,717	,969
The HRM/Personnel unit cooperates with other unit managers while carrying out its work.	,702	,969
The HRM/Personnel unit coordinates with other units to determine organizational training needs and receive their opinions regularly.	,755	,968
The HRM/Personnel unit assists other department managers in fulfilling their human resources responsibilities.	,755	,968
Top management uses HRM information/data when determining the future direction of the organization (making decisions about its future).	,706	,969
Senior managers are trained to integrate units in the decision-making process.	,747	,968
Strategic planning is performed in the institution.	,729	,968
While making cost-benefit analyzes of corporate strategies, the benefits and costs of HR practices are taken into account.	,784	,968
Strategic plans also include a systematic analysis of HRM problems.	,716	,969
One of the most important factors taken into consideration when determining strategic alternatives and choosing between them is the characteristics of human resources.	,723	,969
Different strategies adopted by the organization affect the choice of HRM practices.	,688	,969
HRM practices are expected to be compatible with the determined strategies.	,722	,969
While preparing strategic plans, data/information about HRM is used.	,731	,968

Table 4.65 *Item-total analyzes related to the strategic human resources scale (continued)*

	Adjusted Item- Total Correlation	Cronbach's Alpha value when the item is deleted
Employees are evaluated about the current situation, and their opinions are asked to express their concerns about the process.	,728	,968
The contributions of the ideas, suggestions and problem-solving of the working groups formed in your institution are appreciated.	,761	,968
Strategic plans contain objectives, policies, or practices related to HRM.	,757	,968
The HR/Personnel manager is a member of the senior management team.	,761	,968
In the institution, people are seen as a resource that creates value.	,762	,968
The HR/Personnel manager actively participates in the processes where strategies and plans are created.	,775	,968
Employees are informed about the changes to be made in your institution, about the direction of the change, its purpose, the final shape it will take, how it will be done and who will have to bear what.	,790	,968
Superiors support activities performed by employees.	,710	,969
There are efforts in your organization to eliminate the difference in status between employees and senior management.	,687	,969
There is always mutual love and respect between employees and managers in your organization.	,716	,969
Your organization knows the expectations of employees to increase their efforts.	,739	,968

When the measurement values in Table 4.14 and Table 4.15 are examined, the internal consistency reliability is ensured since the Cronbach's Alpha

coefficients are between 0.968 and 0.969. Item-total correlations ranged from .632 to .790.

4.2.2. Reliability Analysis of Total Quality Management Scale

Table 4.16 *Reliability Analysis of Total Quality Management Scale*

Cronbach's Alpha	N of Items
,961	39

The internal consistency coefficient of the total quality management scale was calculated. As a result of the analysis, Cronbach's alpha value was determined as 0.961.

Table 4.17 *Item-total analyzes of the total quality management scale*

	Adjusted Item- Total Correlation	Cronbach's Alpha value when the item is deleted
Those in top management are of similar opinion about the future of the organization.	,690	,959
Activities and investments that yield long-term results receive little support from senior management.	,574	,960
Employees have the opportunity to participate in the management and are encouraged to implement change in the organization.	,630	,959
When necessary, middle and lower level managers do not allow employees to make decisions on their own. (Middle and lower level managers do not allow employees to make decisions independently when necessary.)	,603	,960
Top managers anticipate change and plan accordingly.	,678	,959
This organization encourages employees to improve its processes and services continuously.	,381	,964
Employees who do not have the chance to make suggestions that will change the current situation/operation are not welcomed or encouraged.	,559	,960
Most of our services have been improved compared to the recent past.	,675	,959

Table 4.18 *Item-total analyses related to the total quality management scale (cont'd)*

	Adjusted Item- Total Correlation	Cronbach's Alpha value when the item is deleted
This organization has a good reputation and recognition for improving its services and processes.	,637	,959
My duties and responsibilities in the job do not help me to provide quality service.	,515	,960
I love my job because I do what I want to do.	,605	,960
Employees in this organization are dedicated to their work.	,720	,959
Managers want to see their employees' efforts for excellence.	,725	,959
Managers create a working environment where employees can show their talents in the best way.	,718	,959
Employees are given the training to understand better what does the organization performs and how.	,684	,959
Most of the employees do not have enough knowledge about the sector in which we work.	,604	,960
Few of our employees are aware of the processes that produce our services.	,605	,960
The top management has created an environment that supports continuing trainings.	,672	,959
Senior management receives training on relations with employees and customers.	,688	,959
It is the common attitude of this organization to prevent the occurrence of faulty services.	,651	,959
There are no in-process control measures in the processes of this organization.	,523	,960
Quality is the most fundamental feature when designing new services.	,691	,959
Employees know how to use statistical process control tools.	,717	,959
Explaining the variation in processes is not used as an analysis technique in the enterprise.	,609	,960
Quantitative quotas are not the only criteria in measuring employee performance in the organization, and this criterion is not essential.	,596	,960

Table 4.79 *Item-total analyzes of the total quality management scale (continued)*

	Adjusted Item- Total Correlation	Cronbach's Alpha value when the item is deleted
Managers know how to motivate employees to display their performance at their highest.	,675	,959
Managers consider the total cost of the service.	,659	,959
Management emphasizes the miscommunications between suppliers and our company and tries to improve them.	,702	,959
Management encourages the use of few suppliers.	,638	,959
The criterion in supplier selection does not cost alone, but the quality is also an important criterion.	,689	,959
Teamwork is a standard working method.	,601	,960
Each employee contributes to the improvement of processes and services.	,636	,959
When making decisions, managers look at the big picture, the whole picture.	,601	,960
Employees are reluctant to offer suggestions and express their opinions.	,522	,960
Managers insist that all information flow within the organization is accurate and reliable.	,674	,959
Our focus in our processes and activities is the satisfaction of our customers.	,615	,960
Managers promote activities that improve customer satisfaction.	,663	,959
The most important thing we do is to satisfy our customers and meet their expectations.	,634	,959
Our managers do not care about customer satisfaction.	,492	,960

Table 4.17, Table 4.18, and Table 4.19 are examined, internal consistency reliability is ensured since the Cronbach's Alpha coefficients of 39 items are between 0.959 and 0.960. Item-total correlations ranged from .381 to .725.

4.2.3. Reliability Analysis of Business Performance Scale

Table 4.20 *Reliability analysis of business performance scale*

Cronbach's Alpha	N of Items
,977	19

The internal consistency coefficient of the business performance scale was calculated. As a result of the analysis, Cronbach's alpha value was determined as 0.977.

Table 4.21 *Item-total analyzes related to the scale of business performance*

	Adjusted Item-Total Correlation	Cronbach's Alpha value when the item is deleted
We consider customer suggestions and complaints because they help us do our job better.	,776	,976
After-sales services are part of our business strategy.	,861	,975
We stand behind our promises to our customers.	,840	,975
We are constantly striving to add new values to our products to create customer value.	,849	,975
We regularly measure customer satisfaction.	,803	,976
The most important task of the marketing department in our hotel is to determine the customers' needs and meet them.	,830	,975
For us, quality is an indicator of whether our customers are satisfied with our services or not.	,832	,975
We regularly monitor the marketing activities of our competitors.	,839	,975
We regularly collect market information from our competitors for assistance to guide our marketing activities.	,824	,975
We give instructions to our salespeople to monitor and report competitor activities.	,826	,975
We respond quickly to competitor activities.	,803	,976
Our senior management frequently discusses the activities of our competitors.	,790	,976
We look for opportunities to gain a competitive advantage.	,839	,975

Table 4.82 *Item-total analyzes of the business performance scale (contin'd)*

	Adjusted Item-Total Correlation	Cronbach's Alpha value when the item is deleted
Marketing staff in our hotel make a significant contribution to the service development process.	,841	,975
All departments contribute to the business plan/strategy development process.	,813	,976
We do a good job by combining the activities of all units in the hotel.	,836	,975
Our marketing personnel interacts formally with all other units.	,800	,976
Marketing activities lead (pioneer) the entire hotel.	,808	,976

When the measurement values in Table 4.21 and Table 4.22 are examined, the internal consistency reliability is ensured because the Cronbach's Alpha coefficients of the 19 items that make up the scale are between 0.975 and 0.976. Item-total correlations ranged from .776 to .861.

4.3. Factor Analysis

4.3.1. Factor Analysis of Strategic Human Resources Scale

KMO and Bartlett's Test was performed to test the suitability of the data for factor analysis.

Table 4.93 *Strategic human resources scale sample suitability*

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin value		,957
	chi-square	7156,281
Bartlett Value	Df	325
	Sig.	,000

As a result of KMO and Bartlett's sphericity test ($p < 0.05$), it was determined that the data were suitable for factor analysis (Tatlıdil, 2002:4).

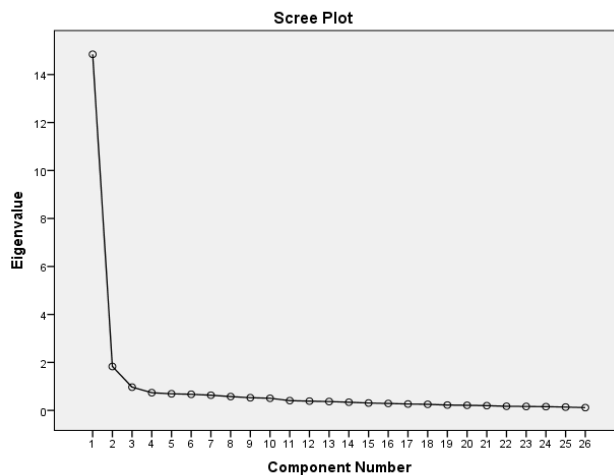


Figure 4.6. Scree plot of Strategic human resources scale

Table 4.104 Strategic human resources scale factor matrix

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of	Cumulative	Total	% of	Cumulative	Total	% of	Cumulative
1	14,844	57,093	57,093	14,844	57,093	57,093	9,327	35,873	35,873
2	1,831	7,043	64,136	1,831	7,043	64,136	7,348	28,263	64,136
3	,969	3,729	67,864						
4	,738	2,838	70,702						
5	,691	2,659	73,361						
6	,672	2,583	75,944						
7	,635	2,441	78,385						
8	,578	2,222	80,607						
9	,528	2,031	82,638						
10	,507	1,949	84,587						
11	,409	1,572	86,159						
12	,386	1,486	87,645						
13	,369	1,420	89,065						
14	,342	1,314	90,378						
15	,308	1,185	91,563						
16	,289	1,110	92,673						
17	,266	1,023	93,696						
18	,254	,977	94,673						
19	,224	,860	95,533						
20	,213	,819	96,353						
21	,199	,765	97,118						
22	,172	,662	97,780						
23	,165	,634	98,414						
24	,157	,602	99,016						
25	,139	,534	99,550						
26	,117	,450	100,000						

Factor analysis was performed for the scale used in the research. As a result of the analysis, it was determined that there were two components with an eigen value above 1. While the first component explains 57.093% of the feature that is tried to be measured with this scale, the second component explains 7.043%. In total, this scale can explain 64,136% of the feature being measured. As seen in Figure 4.6, the plateau value where the curve continues by flattening is found, and it is found that there are two factors. After the second factor, the curve becomes linear.

4.3.2. Factor Analysis of Total Quality Management Scale

KMO and Bartlett's Test was used to test the suitability of the data for factor analysis.

Table 4.115 Sample suitability of total quality management scale

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin value		,954
Bartlett Value	chi-square	8964,788
	Df	741
	Sig.	,000

As a result of KMO and Bartlett's sphericity test ($p < 0.05$), it was determined that the data were suitable for factor analysis (Tatlidil, 2002: 4).

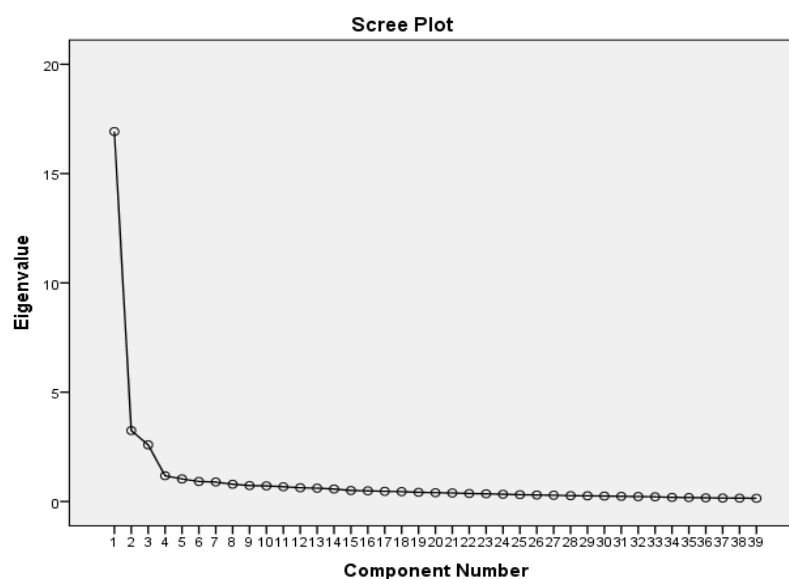


Figure 4.7. Scree plot of total quality management scale

Table 4.126 *Factor matrix of total quality management scale*

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
	Total	% of	Cumulative	Total	% of	Cumulative	Total	% of	Cumulative
1	16.922	43.390	43.390	16.922	43.390	43.390	7.874	20.189	20.189
2	3.245	8.319	51.710	3.245	8.319	51.710	7.759	19.896	40.085
3	2.591	6.645	58.355	2.591	6.645	58.355	6.016	15.426	55.511
4	1.177	3.019	61.374	1.177	3.019	61.374	2.068	5.304	60.814
5	1.033	2.648	64.021	1.033	2.648	64.021	1.251	3.207	64.021
6	.915	2.347	66.368						
7	.890	2.282	68.650						
8	.789	2.023	70.673						
9	.729	1.870	72.542						
10	.716	1.837	74.379						
11	.671	1.721	76.100						
12	.630	1.615	77.715						
13	.609	1.561	79.276						
14	.573	1.469	80.745						
15	.504	1.291	82.036						
16	.489	1.253	83.289						
17	.464	1.191	84.480						
18	.450	1.155	85.635						
19	.419	1.073	86.708						
20	.402	1.031	87.739						
21	.389	.999	88.738						
22	.366	.937	89.675						
23	.353	.905	90.580						
24	.333	.854	91.434						
25	.312	.800	92.234						
26	.298	.765	92.999						
27	.287	.737	93.736						
28	.266	.682	94.418						
29	.259	.663	95.081						
30	.248	.637	95.718						
31	.236	.606	96.323						
32	.225	.578	96.901						
33	.215	.551	97.452						
34	.189	.485	97.937						

Factor analysis was performed for the scale used in the research. As a result of the analysis, it was determined that there were five components with an eigenvalue above 1. While the 1st component explains 43,390% of the feature that is tried to be measured with this scale, the 2nd component explains 8,319%, the 3rd component explains 6,645%, the 4th component explains 3,019%, and the 5th component explains 2,648%. In total, this scale can explain 64,021% of the feature tried to be measured. As seen in Figure 4.7, the plateau value where the curve continues by flattening is found, and it is found that there are five factors. After the fifth factor, the curve becomes linear.

4.3.3. Factor Analysis of Business Performance Scale

KMO and Bartlett's Test was used to test the suitability of the data for factor analysis.

Table 4.137 *Sample suitability of business performance scale*

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin value		,964
Bartlett Value	chi-square	7299,828
	Df	171
	Sig.	,000

As a result of KMO and Bartlett's sphericity test ($p < 0.05$), it was determined that the data were suitable for factor analysis (Tatlidil, 2002: 4).

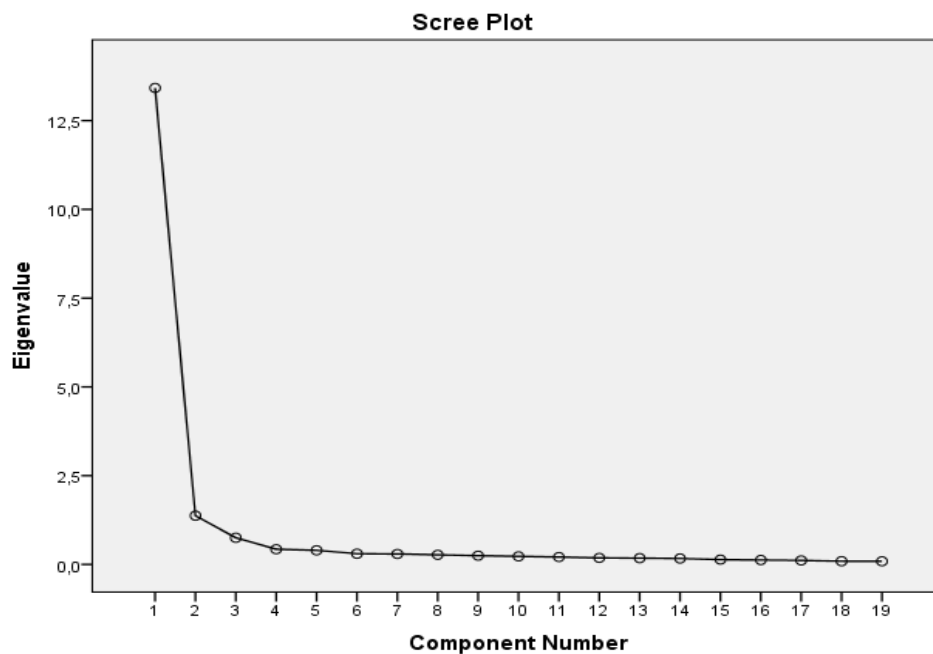


Figure 4.8. Scree plot for the business performance scale

Table 4.148 Factor matrix of the business performance scale

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of	Cumulative %	Total	% of	Cumulative %	Total	% of	Cumulative %
1	13,421	70,635	70,635	13,421	70,635	70,635	8,059	42,415	42,415
2	1,373	7,227	77,863	1,373	7,227	77,863	6,735	35,448	77,863
3	,751	3,954	81,817						
4	,428	2,253	84,069						
5	,398	2,093	86,163						
6	,302	1,589	87,752						
7	,295	1,553	89,305						
8	,272	1,430	90,735						
9	,247	1,299	92,034						
10	,227	1,195	93,230						
11	,208	1,095	94,324						
12	,184	,969	95,293						
13	,177	,932	96,225						
14	,167	,880	97,105						
15	,135	,711	97,816						
16	,124	,651	98,467						
17	,114	,599	99,065						
18	,090	,475	99,540						
19	,087	,460	100,000						

Extraction Method: Principal Component Analysis.

Factor analysis was performed for the scale used in the research. As a result of the analysis, it was determined that there were two components with an eigenvalue (eigenvalue) above 1. While the 1st component explains 70,635% of the feature that is tried to be measured with this scale, the 2nd component explains 7,227%, respectively. In total, this scale can explain 77,863% of the feature being measured. As shown in Figure 4.8, the plateau value where the curve continues by flattening is found, and found that there are two factors. After the second factor, the curve becomes linear.

4.4. T-Test and Variance Analysis

The socio-demographic data of the tourism enterprise managers and employees participating in the survey, strategic human resources management, total quality management, and business performance scales t-test and variance analysis are included in this section.

Table 4.159 Comparison of the scores of hotel managers and employees according to gender groups (n=317)

	Gender	n	M	s	t	p
Strategic Human Resources Management	Female	140	37.94	7.39	1,970	,050
	Male	177	36.08	9.08		
Total Quality Management	Female	140	35.89	6.90	1,223	,222
	Male	177	34.82	8.34		
Business Performance	Female	140	36.31	10.50	,182	,856
	Male	177	36.09	10.25		

Table 4.29. Independent sample t-test results are given to compare the scores of hotel managers and employees from scales according to their gender. When Table 4.29. was examined, it was determined that there was a statistically significant difference between the scores of the hotel managers and employees from the Strategic Human Resources Management scale according to their gender ($p < 0.05$). Since the significance value is $p < 0.05$ H_1 hypothesis is supported. It was determined that there was no statistically significant difference between the scores they got from the Total Quality Management scale ($p > 0.05$). H_{16} hypothesis is not supported. It was determined that there was no statistically significant difference between the

scores they got from the Business Performance scale ($p>0.05$). H_{31} hypothesis is not supported.

Table 4.16 Comparison of the scores of hotel managers and employees according to age groups ($n=317$)

Scales	Age	n	\bar{x}	s	Min.	Max.	F	p
Strategic human resource management	18-25	60	37,12	9,82	10	50	,132	,971
	26-35	138	37,07	7,76	10	50		
	36-45	93	36,70	8,44	10	50		
	46-55	24	36,41	8,29	14	50		
	56-65	2	33,65	16,58	21	45		
Total Quality Management	18-25	60	36,20	9,56	10	57	,511	,728
	26-35	138	35,28	6,97	10	50		
	36-45	93	35,20	7,47	10	46		
	46-55	24	33,57	7,66	10	46		
	56-65	2	34,35	16,31	22	45		
Business Performance	18-25	60	36,01	12,12	10	50	,330	,858
	26-35	138	36,12	9,62	10	50		
	36-45	93	36,91	10,24	10	50		
	46-55	24	34,23	10,07	10	47		
	56-65	2	36,31	19,35	22	50		

When the ANOVA results given in Table 4.30 were examined, it was determined that there was no statistically significant difference between the scores of the hotel managers and employees participating in the study referring to the Strategic Human Resources Management scale according to their age ($p>0.05$). H_2 hypothesis is not supported. It was determined that there was no statistically significant difference between the scores they received from the Total Quality Management scale ($p>0.05$). H_{17} hypothesis is not supported. It was determined that there was no statistically significant difference between the scores they got from the Business Performance scale ($p>0.05$). H_{32} hypothesis is not supported.

Table 4. 31 Comparison of the scores of the hotel managers and employees according to the management responsibility status groups (n=317)

	Management Responsibility Status	n	Mean	s	t	p
Strategic Human Resources Management	Yes	151	37,05	8,69	,309	,758
	No	166	36,76	8,18		
Total Quality Management	Yes	151	34,97	7,38	-,722	,471
	No	166	35,59	8,07		
Business Performance	Yes	151	36,40	10,64	,344	,731
	No	166	36,00	10,10		

Table 4.31. The results of the independent sample t-test, which was made to compare the scores of the hotel managers and employees from the scales according to their management responsibility status, were given. When Table 4.31. was examined, it was determined that there was no statistically significant difference between the scores of the hotel managers and employees from the Strategic Human Resources Management scale according to their management responsibility status ($p > 0.05$). Since the Significance value is $p > .05$ H_3 hypothesis is not supported. It was determined that there was no statistically significant difference between the scores they got from the Total Quality Management scale ($p > 0.05$). H_{18} hypothesis is not supported. It was determined that there was no statistically significant difference between the scores they got from the Business Performance scale ($p > 0.05$). H_{33} hypothesis is not supported.

Table 4.172 Comparison of the scores of hotel managers and employees according to marital status groups (n=317)

Scales	Marital status	n	\bar{x}	s	Min.	Max.	F	p
Strategic human resource management	Married	156	37,16	8,09	10	50	,261	,366
	Single	134	36,46	9,26	10	50		
	Divorced	25	37,90	5,54	26	48		
	Widow/Widower	2	34,03	1,35	33	35		
Total Quality Management	Married	156	35,34	6,92	10	50	1,548	,202
	Single	134	34,66	8,84	10	57		
	Divorced	25	38,24	5,79	28	47		
	Widow/Widower	2	37,05	4,89	33	40		
Business Performance	Married	156	36,42	10,04	10	50	,279	,841
	Single	134	35,66	11,21	10	50		
	Divorced	25	37,49	7,63	10	46		
	Widow/Widower	2	37,36	3,72	34	40		

When the ANOVA results given in Table 4.32 were examined, it was determined that there was no statistically significant difference between the scores of the hotel managers and employees participating in the study referring to the Strategic Human Resources Management scale according to their marital status ($p > 0.05$). H_4 hypothesis is not supported. It was determined that there was no statistically significant difference between the scores they got from the Total Quality Management scale ($p > 0.05$). H_{19} hypothesis is not supported. It was determined that there was no statistically significant difference between the scores they got from the Business Performance scale ($p > 0.05$). H_{34} hypothesis is not supported.

Table 4.183 Comparison of the scores of the hotel managers and employees according to the educational status groups (n=317)

Scales	Educational status	n	\bar{x}	s	Min.	Max.	F	p	Difference
Strategic human resource management	Primary education	29	36,96	6,92	21	49	1,468	,200	
	High school	125	37,79	7,66	10	50			
	Associate degree	54	36,18	10,62	10	50			
	Bachelor's degree	91	36,83	7,09	10	50			
	Master's Degree	14	31,67	14,44	10	45			
	Doctorate	4	38,26	3,24	35	41			
Total Quality Management	Primary education	29	36,14	6,25	22	46	2,951	,013	5-6
	High school	125	36,71	7,60	10	57			
	Associate degree	54	34,65	8,66	10	50			
	Bachelor's degree	91	34,19	6,10	10	46			
	Master's Degree	14	29,81	13,75	10	42			
	Doctorate	4	38,14	2,75	35	40			
Business Performance	Primary education	29	35,31	10,47	10	50	1,161	,328	
	High school	125	37,32	9,37	10	50			
	Associate degree	54	34,89	12,65	10	50			
	Bachelor's degree	91	36,25	9,32	10	50			
	Master's Degree	14	31,54	14,57	10	47			
	Doctorate	4	39,47	8,23	30	50			

When the ANOVA results given in Table 4.33 were examined, it was determined that there was no statistically significant difference between the scores of the hotel managers and employees participating in the study referring to the Strategic Human Resources Management scale according to their educational status ($p > 0.05$). H_5 hypothesis is not supported. It was

determined that there was a statistically significant difference between the scores they got from the Total Quality Management scale ($p < 0.05$). This difference stems from the hotel managers and employees in the training groups who studied Master and Doctorate degrees. The scores obtained from the Total Quality Management scale of the hotel managers and employees with education level in master's degree were significantly lower than the other education level groups. H_{20} hypothesis is supported. It was determined that there was no statistically significant difference between the scores they got from the Business Performance scale ($p > 0.05$). H_{35} hypothesis is not supported.

Table 4.194 Comparison of the scores of the hotel managers and employees according to the groups of working period in the institution (n=317)

Scales	The working period in the institution	n	\bar{x}	s	Min.	Max.	F	p
Strategic human resource management	1-5	246	37,02	7,99	10	50	,933	,445
	6-10	41	35,85	10,26	10	48		
	11-15	18	36,51	10,22	10	50		
	16-20	4	44,03	7,03	35	50		
	21-25	8	35,81	6,76	25	43		
Total Quality Management	1-5	246	35,40	7,26	10	57	1,104	,355
	6-10	41	33,84	9,74	10	47		
	11-15	18	35,86	10,42	10	45		
	16-20	4	41,79	3,20	39	46		
	21-25	8	35,16	3,25	29	40		
Business Performance	1-5	246	36,09	10,09	10	50	,920	,453
	6-10	41	35,12	12,26	10	50		
	11-15	18	36,69	11,45	10	50		
	16-20	4	43,81	4,49	39	49		
	21-25	8	39,86	5,44	32	50		

When the ANOVA results given in Table 4.34 were examined, it has been determined that there is no statistically significant difference between the scores of the hotel managers and employees participating in the study referring to the Strategic Human Resources Management scale according to the working period in the institution they are currently in ($p > 0.05$). H_6 hypothesis is not supported. It was determined that there was no statistically

significant difference between the scores they got from the Total Quality Management scale ($p>0.05$). H_{21} hypothesis is not supported. It was determined that there was no statistically significant difference between the scores they got from the Business Performance scale ($p>0.05$). H_{36} hypothesis was not supported.

Table 4.205 Comparison of the scores of hotel managers and employees according to the groups of the department they work in (n=317)

Scales	Department they work in	n	M	s	Min.	Max.	F	p
Strategic human resource management	Front Office (Reception)	41	35.22	9.13	10	46	1,594	,099
	Housekeeping	30	38.25	7.36	10	50		
	Food & Beverage	59	36.57	8.61	13	50		
	Kitchen	21	36.70	6.16	21	45		
	Technical service	29	35.59	9.20	10	49		
	Human Resources	46	39.04	9.93	10	50		
	Accounting	35	38.58	4.71	28	50		
	Procurement	9	37.60	4.01	31	43		
	Sales and marketing	12	33.97	10.62	10	45		
	IT	11	30.35	12.72	10	45		
	Security	13	36.92	4.57	30	45		
Health Club & Spa	11	39.93	6.36	25	47			
Total Quality Management	Front Office (Reception)	41	33.56	8.69	10	46	1,788	,055
	Housekeeping	30	36.68	6.61	10	44		
	Food & Beverage	59	36.34	8.45	10	50		
	Kitchen	21	38.01	6.36	22	57		
	Technical service	29	34.75	8.39	10	46		
	Human Resources	46	34.60	7.99	10	50		
	Accounting	35	36.65	4.66	27	45		
	Procurement	9	34.24	2.79	30	40		
	Sales and marketing	12	30.87	9.97	10	44		
	IT	11	30.55	10.70	10	40		
	Security	13	34.22	5.47	23	42		
Health Club & Spa	11	38.95	5.48	28	45			
Business Performance	Front Office (Reception)	41	32.69	12.18	10	46	,982	,463
	Housekeeping	30	37.15	10.25	10	49		
	Food & Beverage	59	37.50	9.38	10	50		
	Kitchen	21	36.21	10.71	10	50		
	Technical service	29	35.55	9.85	10	50		
	Human Resources	46	35.69	11.61	10	50		
	Accounting	35	38.36	7.66	10	50		
	Procurement	9	37.19	3.87	30	41		
	Sales and marketing	12	33.68	14.25	10	50		
	IT	11	35.21	13.45	10	50		
	Security	13	34.98	9.69	10	46		
Health Club & Spa	11	40.71	4.70	32	46			

When the ANOVA results are given in Table 4.35 were examined, it was determined that there was no statistically significant difference between the scores of the hotel managers and employees participating in the study referring to the Strategic Human Resources Management scale according to the departments they still work in ($p>0.05$). H_7 hypothesis is not supported. It was determined that there was no statistically significant difference between the scores they got from the Total Quality Management scale ($p>0.05$). H_{22} hypothesis is not supported. It was determined that there was no statistically significant difference between the scores they got from the Business Performance scale ($p>0.05$). H_{37} hypothesis is not supported.

Table 4.216 Comparison of the scores of hotel managers and employees from the scales according to the years of seniority in the sector ($n=317$)

Scales	Year of seniority	n	\bar{x}	s	Min.	Max.	F	p
Strategic human resource management	1-5	133	37.12	8.44	10	50	,554	,767
	6-10	84	36.41	9.12	10	48		
	11-15	33	36.03	7.93	14	46		
	16-20	37	38.51	7.63	10	50		
	21-25	19	36.33	6.82	25	50		
	26-30	7	38.13	8.24	26	50		
	31 years and	4	32.59	12.64	21	45		
Total Quality Management	1-5	133	36.02	8.18	10	57	,847	,534
	6-10	84	34.52	8.01	10	47		
	11-15	33	35.33	7.74	10	46		
	16-20	37	35.80	6.20	10	46		
	21-25	19	34.46	3.28	26	41		
	26-30	7	30.47	9.33	10	36		
	31 years and	4	34.93	12.14	22	45		
Business Performance	1-5	133	36.49	10.62	10	50	1,269	,271
	6-10	84	34.70	11.38	10	50		
	11-15	33	36.63	9.38	10	50		
	16-20	37	38.35	7.90	10	50		
	21-25	19	38.50	5.00	32	50		
	26-30	7	29.39	13.96	10	41		
	31 years and	4	34.60	15.18	20	50		

When the ANOVA results given in Table 4.36 were examined, it has been determined that there is no statistically significant difference between the scores of the hotel managers and employees participating in the study referring to the Strategic Human Resources Management scale according to

the years of seniority in the sector ($p>0.05$). H_8 hypothesis is not supported. There was no statistically significant difference between the scores they received from the Total Quality Management scale ($p>0.05$). H_{23} hypothesis is rejected. It was determined that there was no statistically significant difference between the scores they got from the Business Performance scale ($p>0.05$). H_{38} hypothesis is not supported.

Table 4.227 Comparison of the scores of the hotel managers and employees according to the groups of the duration of work in the current department ($n=317$)

Scales	Duration of work in the current department,	n	\bar{x}	s	Min.	Max.	F	p
Strategic human resource management	1-5	229	36,82	8,34	10	50	,407	,803
	6-10	53	36,65	9,49	10	50		
	11-15	23	36,75	8,52	14	50		
	16-20	6	39,03	3,50	34	41		
	21-25+	6	40,64	3,46	36	45		
Total Quality Management	1-5	229	35,40	7,81	10	57	,187	,945
	6-10	53	34,62	7,88	10	47		
	11-15	23	35,19	7,85	10	45		
	16-20	6	35,81	6,39	23	39		
	21-25+	6	36,96	6,09	26	44		
Business Performance	1-5	229	35,81	10,61	10	50	,601	,662
	6-10	53	37,39	9,88	10	50		
	11-15	23	35,90	9,33	10	50		
	16-20	6	41,14	3,62	35	45		
	21-25+	6	36,22	13,08	10	45		

When the ANOVA results given in Table 4.37 were examined, it was determined that there was no statistically significant difference between the scores of the hotel managers and employees participating in the study referring to the Strategic Human Resources Management scale according to duration of work in the current department, ($p>0.05$). H_9 hypothesis was not supported. It was determined that there was no statistically significant difference between the scores they got from the Total Quality Management

scale ($p>0.05$). H_{24} hypothesis is not supported. It was determined that there was no statistically significant difference between the scores they got from the Business Performance scale ($p>0.05$). H_{39} hypothesis is not supported.

Table 4.238 Comparison of the scores of the hotel managers and employees according to the groups of the type of the previous hotel they worked ($n=317$)

Scales	Type of previous hotels they worked before	N	\bar{x}	s	Min.	Max.	F	p	Difference
Strategic human resource management	Apart hotel	10	31,96	10,66	10	50	2,409	,027	6-7
	Hotel	40	35,45	11,10	10	50			
	5-star hotel	209	37,11	7,61	10	50			
	Boutique hotel	9	41,88	5,03	33	50			
	Resort	13	36,92	10,10	10	46			
	Family hotel	5	28,84	13,67	10	40			
	Restaurant	31	38,80	6,66	14	50			
Total Quality Management	Apart hotel	10	32,05	10,30	10	50	3,006	,007	6-7
	Hotel	40	32,75	10,45	10	50			
	5-star hotel	209	35,75	6,73	10	48			
	Boutique hotel	9	37,52	5,66	31	50			
	Resort	13	34,77	10,73	10	57			
	Family hotel	5	26,15	12,16	10	39			
	Restaurant	31	37,63	5,87	17	45			
Business Performance	Apart hotel	10	26,89	14,06	10	50	3,219	,004	6-4
	Hotel	40	35,14	11,81	10	50			
	5-star hotel	209	36,51	9,60	10	50			
	Boutique hotel	9	41,63	4,46	34	50			
	Resort	13	34,00	11,80	10	47			
	Family hotel	5	26,84	15,60	10	40			
	Restaurant	31	39,25	9,38	10	50			

When the ANOVA results given in Table 4.38 were examined, it has been determined that there is a statistically significant difference between the scores of the hotel managers and employees participating in the research

referring to the Strategic Human Resources Management scale according to the groups of the type of the previous hotels they worked before ($p < 0.05$). This difference stems from hotels where manager and employees were previously employed in family hotels and hotels with restaurants. The scores of the managers and employees of the hotel, which was a family-run hotel, from the Strategic Human Resources Management scale, were found to be significantly lower than the groups of the type of the previous hotels they worked before **H₁₀ hypothesis is supported.**

It was determined that there was a statistically significant difference between the scores of the hotel managers and employees participating in the study from the Total Quality Management scale according to the hotel type groups they worked with before ($p < 0.05$). This difference stems from hotels where manager and employees were previously employed in family hotels and hotels with restaurants. The scores of the hotel managers and their employees, who indicated family hotels in the previous hotel type, obtained from the Total Quality Management scale, were found to be significantly lower than the hotel type groups that the others worked with before. **H₂₅ hypothesis is supported.**

It was determined that there was a statistically significant difference between the scores of the hotel managers and employees participating in the study from the Business Performance scale according to the hotel type groups they worked with before ($p < 0.05$). This difference stems from hotels where manager and employees were previously employed in family hotels and hotels with restaurants. The scores of the hotel managers and their employees, who indicated family hotels in the previous hotel type, obtained from the Business Performance scale, were found to be significantly lower than the hotel type groups that the others worked with before. **H₄₀ hypothesis is supported.**

Table 4.249 Comparison of the scores obtained from the scales by hotel managers and employees according to the status of receiving any training for their position (n=317)

	Status of receiving any training for their position	n	\bar{x}	S	t	p
Strategic Human Resources Management	Yes	169	37,43	7,89	1,194	,233
	No	148	36,30	8,97		
Total Quality Management	Yes	169	35,01	6,74	-,689	,491
	No	148	35,62	8,75		
Business Performance	Yes	169	36,40	9,90	,386	,700
	No	148	35,95	10,86		

Table 4.39. Independent sample t-test results are given to compare the scores obtained from the scales according to the status of hotel managers and employees receiving any training for their position. When Table 4.39 is examined, it has been determined that there is no statistically significant difference between the scores of the hotel managers and employees referring to the Strategic Human Resources Management scale, according to the status of receiving any training for their position ($p > 0.05$). Since the significance value is $p > 0.05$ H_{11} hypothesis is not supported. It was determined that there was no statistically significant difference between the scores they got from the Total Quality Management scale ($p > 0.05$). H_{26} hypothesis is not supported. It was determined that there was no statistically significant difference between the scores they got from the Business Performance scale ($p > 0.05$). H_{41} hypothesis is not supported.

Table 4.25 Comparison of the scores obtained from the scales by the hotel managers and employees according to the groups of training place for their position (n=317)

Scales	Any training place for their position	n	\bar{x}	s	Min.	Max.	F	p
Strategic human resource management	At school	107	36,49	7,85	10	50	,583	,675
	did not	176	36,97	8,85	10	50		
	Safety	5	36,07	3,52	30	39		
	On-the-job	23	39,06	7,67	10	50		
	Chamber of	6	34,42	11,25	15	50		
Total Quality Management	At school	107	34,87	6,56	10	50	,766	,548
	did not	176	35,74	8,42	10	57		
	Safety	5	33,79	2,61	30	37		
	On-the-job	23	35,32	7,28	10	45		
	Chamber of	6	30,85	10,90	10	39		
Business Performance	At school	107	36,05	9,37	10	50	,100	,982
	did not	176	36,39	10,85	10	50		
	Safety	5	34,21	5,14	27	40		
	On-the-job	23	36,11	11,64	10	50		
	Chamber of	6	34,64	12,55	10	43		

When the ANOVA results given in Table 4.40 were examined, it has been determined that there is no statistically significant difference between the scores of the hotel managers and employees participating in the study referring to the Strategic Human Resources Management scale according to the groups of the place of training for their position ($p > 0.05$). H_{12} hypothesis is not supported. It was determined that there was no statistically significant difference between the scores they got from the Total Quality Management scale ($p > 0.05$). H_{27} hypothesis is not supported. It was determined that there was no statistically significant difference between the scores they got from the Business Performance scale ($p > 0.05$). H_{42} hypothesis is not supported.

Table 4.26 Comparison of the scores of the hotel managers and employees according to the groups of the duration of training for their position (n=317)

Scales	Any training period for their position	n	\bar{x}	s	Min.	Max.	F	p
Strategic human resource management	did not receive training	222	36,65	8,54	10	50	,672	,612
	3 years	11	37,93	9,38	15	49		
	4 years	37	35,95	8,53	18	50		
	2 years	8	38,99	12,61	10	50		
	1 year	39	38,49	6,21	14	50		
Total Quality Management	did not receive training	222	35,40	8,14	10	57	,503	,734
	3 years	11	34,24	5,75	24	45		
	4 years	37	33,97	7,08	10	46		
	2 years	8	37,17	11,75	10	50		
	1 year	39	35,87	5,34	17	44		
Business Performance	did not receive training	222	35,80	10,67	10	50	,626	,645
	3 years	11	36,12	10,33	10	47		
	4 years	37	36,72	9,20	10	50		
	2 years	8	34,01	16,01	10	50		
	1 year	39	38,38	8,05	10	50		

When the ANOVA results given in Table 4.41 were examined, it has been determined that there is no statistically significant difference between the scores of the hotel managers and employees participating in the study referring to the Strategic Human Resources Management scale according to the groups of the duration of training for their position ($p > 0.05$). H_{13} hypothesis is not supported. It was determined that there was no statistically significant difference between the scores they got from the Total Quality Management scale ($p > 0.05$). H_{28} hypothesis is not supported. It was determined that there was no statistically significant difference between the scores they got from the Business Performance scale ($p > 0.05$). H_{43} hypothesis was not supported.

Table 4.272 Comparison of the scores obtained from the scales by the hotel managers and employees according to the groups speaking any foreign language (n=317)

	The state of speaking any foreign language	n	Mean	Standard Deviation	t	p
Strategic Human Resources Management	Yes	183	37,66	7,21	1,881	,061
	No	134	35,87	9,76		
Total Quality Management	Yes	183	35,55	6,33	,691	,490
	No	134	34,94	9,34		
Business Performance	Yes	183	36,78	9,60	1,190	,235
	No	134	35,38	11,27		

In Table 4.42, the results of the independent sample t-test, which was made to compare the scores of the hotel managers and employees from the scales according to their status of receiving any training for their position, are given. When Table 4.42 is examined, it has been determined that there is no statistically significant difference between the scores of the hotel managers and employees referring to the Strategic Human Resources Management scale, depending on whether they speak any foreign language or not ($p > 0.05$). Since the significance value is $p > 0.05$, the H_{14} hypothesis is not supported. It was determined that there was no statistically significant difference between the scores they got from the Total Quality Management scale ($p > 0.05$). H_{29} hypothesis is not supported. It was determined that there was no statistically significant difference between the scores they got from the Business Performance scale ($p > 0.05$). H_{44} hypothesis is not supported.

Table 4.283 Comparison of the scores of the hotel managers and employees according to the groups of foreign languages they speak (n=317)

Scales	Foreign languages they speak	n	M	s	Min.	Max.	F	p
Strategic human resource management	English	142	37,36	7,09	14	50	,815	,539
	German	12	38,23	7,51	18	46		
	Russian	28	38,59	7,89	13	48		
	Arabic	2	39,03	5,71	35	43		
	Chinese	4	37,88	3,38	34	41		
	Doesn't speak any foreign language	129	35,84	9,93	10	50		
Total Quality Management	English	142	35,54	6,06	10	50	,148	,981
	German	12	34,91	9,59	10	44		
	Russian	28	35,74	6,18	21	47		
	Arabic	2	37,05	3,44	34	39		
	Chinese	4	33,65	7,50	23	40		
	Doesn't speak any foreign language	129	34,99	9,47	10	57		
Business Performance	English	142	37,15	9,23	10	50	,791	,557
	German	12	34,47	12,41	10	45		
	Russian	28	35,26	10,34	10	46		
	Arabic	2	40,26	1,11	39	41		
	Chinese	4	41,05	3,59	37	45		
	Doesn't speak any foreign language	129	35,28	11,45	10	50		

When the ANOVA results given in Table 4.43 were examined, it was found that there was no statistically significant difference between the scores of the hotel managers and employees participating in the study referring to the Strategic Human Resources Management scale according to the groups of foreign languages they speak ($p>0.05$). H_{15} hypothesis is not supported. It was determined that there was no statistically significant difference between the scores they got from the Total Quality Management scale ($p>0.05$). H_{30} hypothesis is not supported. It was determined that there was no statistically significant difference between the scores they got from the Business Performance scale ($p>0.05$). The H_{45} hypothesis is not supported.

4.5. Correlation Analysis

In this section, correlation analyses are presented and the mean and standard deviations of the scales used in the study.

Table 4.294 Mean and standard deviations of the scales ($n=317$)

	\bar{x}	s	Min	Max
Strategic human resource management	36,90	8,42	10	50
Total quality management	35,30	7,74	10	57
Business performance	36,19	10,35	10	50

Descriptive statistics such as the mean value, standard deviation, minimum and maximum value of the scores of the hotel managers and employees included in the study received from the Strategic human resources management, Total quality management, and Business performance scales are given in Table 4.37.

It has been determined that the hotel managers and employees included in the research got $\bar{x}=36.90\pm 8.42$ points from the strategic human resources management scale where the lowest point was 10 and the highest points was 50,

It was determined that they got $\bar{x}=35.30\pm 7.74$ points from the total quality management scale where the lowest point was 10 and the highest points was 57,

It was determined that they got $\bar{x}=36.19\pm 10.35$ points from the business performance scale where the lowest point was 10 and the highest points was 50,

Accordingly, it was found that the perception of the strategic human resource management scale was higher.

Table 4.305 *Correlation of strategic human resource management, total quality management, and business performance scales*

		Strategic human resource management	Total quality management	Business performance
Total quality management	r	,763**	1	
	p	,000		
Business performance	r	,596**	,678**	1
	p	,000	,000	

**p<0.01

It is seen that there is a positive and statistically significant correlation between strategic human resources management and total quality management ($r= 0.763$, $p<.01$). (***H₁ hypothesis is supported***).

It is seen that there is a positive and statistically significant correlation between strategic human resources management and business performance ($r= 0.596$, $p<.01$). (***H₂ hypothesis is supported***).

It is seen that there is a positive and statistically significant correlation between total quality management and business performance ($r= 0.678$, $p<.01$). (***H₃ hypothesis is supported***).

Accordingly, when we look at the correlation between strategic human resources management, total quality management, and business performance, we see that the other also increases when one of the variables increases.

4.6. Regression Analysis

In this section, regression analyzes of the scales used in the study are also presented.

Table 4.316 *The effect of strategic human resource management on business performance of hotels for the innovation of total quality management*

Model Summary						
Model	Correlation	Correlation Square	Corrected Correlation Square	Estimated Standard Deviation (Error)		
1	,770 ^a	,593	,591	,53858		
a. Estimators: (Fixed), Business performance, Total Quality Management						
ANOVA ^a						
Model		Sum of Squares	Degrees of Freedom	Mean Squares	F	Sig.
1	Regression	132,950	2	66,475	229,168	,000 ^b
	Error	91,083	314	,290		
	Total	224,033	316			
a. Dependent Variables: Strategic Human Resources Management						
b. Estimators: (Fixed), Business performance, Total Quality Management						
coefficients ^a						
Model		Non-Standardized Coefficients		Standardized Coefficients	t	Sig.
1	(Constant)	,713	,142		5,009	,000
	Total Quality Management	,722	,053	,664	13,562	,000
	Business performance	,118	,040	,146	2,974	,003
a. Dependent Variables: Strategic Human Resources Management						

The effect of strategic human resources management on business performance of hotels for the innovation of total quality management has been examined. Test results for the model are given in Table 4.46. H₄ hypothesis, which is one of our main hypotheses, was tested at this stage. As seen in Table 4.46, there is a 77.0% correlation between strategic human resources management, total quality management, and business performance, according to the correlation value in the model summary. It is understood that total quality management and business performance explain strategic human resources management at the level of 59.3%. When we look at the Anova table, it is accepted that the model was significant since the 0.00 significance value of the established model was less than 0.05 (H₄ was supported).

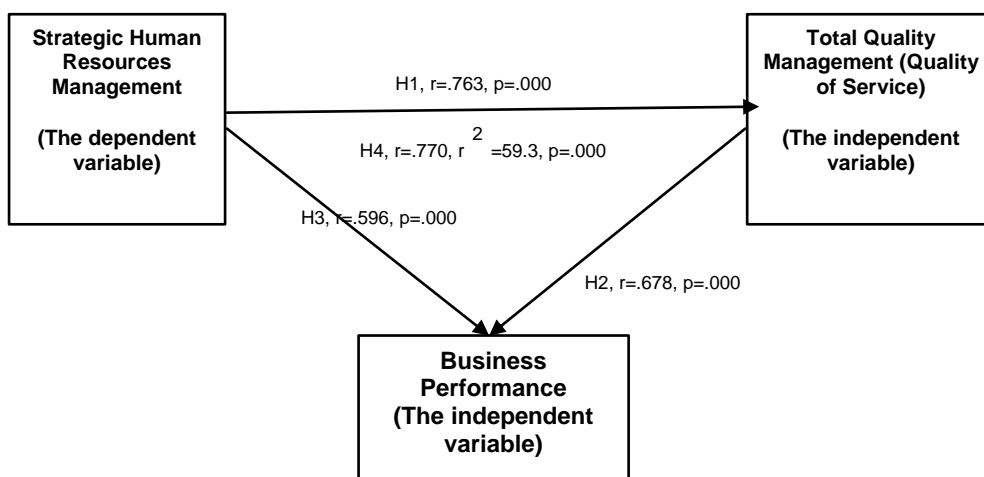


Figure 4.9. Testing the main hypothesis of the research through the model

When the final results are examined, strategic human resources management in hotel enterprises affects business performance for service quality innovation. A fourth of the main hypothesis (***H₄ hypothesis is supported***).

In Table 4.44, Table 4.46, and Table 4.46, results of hypotheses on business performance of hotels for innovation in strategic human resources management and total quality management are given. According to this;

“H₁ = There is a statistically significant correlation between the gender of hotel managers and employees and strategic human resources management.”,

“H₁₃ = There is a statistically significant correlation between the educational status of hotel managers and employees and the innovation of service quality.”,

“H₂₇ = There is a statistically significant correlation between the type of previous hotels in which hotel managers and employees worked before and strategic human resources management.”,

“H₂₈ = There is a statistically significant correlation between the type of previous hotels in which hotel managers and employees worked before and the innovation of service quality.”,

“H₂₉ = There is a statistically significant correlation between the type of previous hotels in which hotel managers and employees worked before and business performance.”,

“There is a positive and statistically significant correlation between strategic human resource management, total quality management, and business performance.”,

“It was determined that strategic human resources management and business performance scale scores significantly predicted total quality management scale scores”

hypotheses are supported, and other hypotheses are not supported.

CHAPTER 5

DISCUSSION

The main objective of this research is to reveal the opinions of hotel managers and employees on the determination of the effects of strategic human resources management of 5-star hotels operating in Antalya on the business performance of hotels for the renewal of service quality. The general objective of the research is to present a new model in terms of increasing the effects of strategic human resources management on the business performance of hotels to renew the service quality within the framework of the opinions of hotel managers and employees.

Discussion of Findings Related to Service Quality

The fact that no significant difference was found between gender and TQM perception level in the studies of Sezer (2009: 43) and Şarbak (2009: 75) supports the research result. In the study of Alp (2014: 47), it is seen that the perception level of TQM in females is lower than males, but this result is not statistically significant.

Kayhan (2015: 56) found in his study that the quality perceptions of married people were higher than those of single people. In Yordan and Arslan's (2014: 103) study, no significant correlation was found between marital status and perception.

It is seen that the perception of quality differs according to age on a field basis. In their studies, while Alp (2014: 48), Sezer (2009: 44), and Şarbak (2009: 76) found that quality perception did not differ according to age, in Yazgan's (2009: 65) study, it was concluded that quality perception was highest in the 41-50 age group, and lowest in the group aged 20 and below.

In the study of Şarbak (2009: 77), the quality perceptions of those who work for 6-20 years are found to be higher than those who work for 21 years or more.

In the study of Akar et al. (2015: 78), there was no correlation between education and TQM perception. However, in the study of Şarbak (2009: 78), a correlation was determined between the level of education and the perception of quality, and it was observed that the perception of quality decreased as the level of education increased. Yazgan (2009: 75) found a positive correlation between education level and quality perception in his study. According to these results, the correlation between the perception of quality and the education variable differs in the literature.

According to the findings of the research conducted by Sevimler et al. (2011: 11) on 63 companies in Eskişehir; A positive correlation has been found between performance and each of these elements, namely “training, continuous improvement, leadership, internal and external customers, which constitute quality practices and/or TQM. It is a result consistent with our study.

Pereira - Moliner et al. (2012: 82), Sahoo and Yadav, (2018: 541), Panuwatwanich and Nguyen, (2017: 41), Wang et al., (2012: 119), and Tari et al., (2010): 510) found that TQM practices have an impact on the performance of enterprises. Additionally, in the studies of Aydın et al., (2010: 41), Özgör (2008: 45), Fuentes et al., (2004: 442), Tahtabaş (2009: 50), Stachevsky and Elizur (2000: 53), and Ekici (2009: 72), it was found that TQM practices have an impact on employee performance.

Discussing Findings Related to Strategic Human Resources

Out of 5-star hotel managers and employees participating in our research, 55.8% (177 people) are male, 43.5% (138 people) are between the ages of 26-35, 49.2% (156 people) are married, 39.4% (125 people) are high school graduates, 52.4% (166 people) have no management responsibility, 77.6% (246 people) have a working period of 1-5 years in the institution, 42.0% (133 people) had 1-5 years of seniority in the sector, 72.2% (229 people) had 1-5 years of duration of work in the current department, 18.6% (59 people)

worked in food and beverage department, 65.9% (209 people) previous hotel type they worked before was a 5-star hotel, 53.3% (169 people) received training for their position, 55.5% (176) people did not specify their place of training, 70.0% (222 people) with unknown duration of the training, 57.7% (183 people) speak a foreign language, 44.5% (141 people) spoke English.

The fields that effect the management of the 5-star hotels actively operating in Antalya province are considered by the manager and employees with the given characteristics respectively are given below; as strategic human resources management and total quality management by female managers or employees, as business performance by male managers or employees; as strategic human resources management and total quality management by the managers or employees between the ages of 18-25, as business performance by managers or employees aged 36-45, strategic human resources management by those with 26-30 years of seniority in the sector, as total quality management by those with 1-5 years of seniority in the sector, as business performance by those with 21-25 years of seniority in the sector, as strategic human resources management and business performance by those with 16-20 years of seniority in the sector, as total quality management by those who are 21-25 years of seniority in the sector, as strategic human resources management and business performance by those who have received any training for their position, as total quality management for those who have not received any training for their position, as strategic human resources management and total quality management by those whose foreign language is Arabic, as business performance by those who speak Chinese as a foreign language, as well as strategic human resources management and business performance scores significantly effect the total quality management scale scores according to those who do not have management responsibilities, divorced, high school graduates, who have worked in the hotel for a period of 16-20 years, who work in the Health Club & Spa department, who worked in a Boutique hotel type before their current hotel, who received 2 years of training related to their position, and who can speak a foreign language other than their mother tongue.

50% of the participants in the Torun's (2019: 66) study were male. 55.8% of the employees participating in our research were male. The results of our research are in agreement with the literature.

51.6% of the participants in the Torun's (2019: 66) study are married. 49.2% of the employees participating in our research were married. It supports our research results.

48.8% of Torun's (2019: 66) study participants are between the ages of 18-30. It was found that 43.5% of the participants in our study were between the ages of 26-35. The literature supports our result. Young participants give more importance to their work, work hard and get tired to be successful, and as a result, their general burnout levels increase in parallel (Ergin 1992). The result of the study confirms our findings.

It was understood that 36.9% of the participants in Torun's (2019: 66) study work in the logistics/warehouse unit. It was determined that 18.6% of the participants in our study worked in the food and beverage department. This result is inconsistent with the literature findings.

It was understood that 52% of the Torun's (2019: 66) study participants have bachelor's degrees. In our study, it was determined that 39.4% of the participants were high school graduates. This result is inconsistent with the literature results.

In Torun's (2019: 66) study, it is seen that 38.1% of the participants were those who worked between 2-5 years in total in the institution they are working. It was determined that 77.6% of the participants in our study had a working period of 1-5 years in the institution. This result is consistent with the literature result.

In the study of Atalay (2017), it was concluded that Strategic Human Resources Management differs according to the age groups of the participants. According to our research, managers or employees between the ages of 18-25 are significantly affected by strategic human resources management scores. The literature supports this result of our study.

Uygun (2018) and Atalay (2017) concluded in their studies that Strategic Human Resources Management differs according to educational status.

Strategic Human Resources Management does not vary according to the academic standing of the participants in our research. It is not supporting the result of our study.

Phillips (1996: 18) examined the correlation, direction, and effect between strategic planning and business performance in hotel enterprises in the United Kingdom. In the study, the strategic planning-performance literature was reviewed, and a multidimensional model with 11 variables was created, and various planning-performance correlations were examined. The results reveal that rigor, sophistication, participation, and formality are key planning characteristics that are positive and, in most cases, significantly correlated with indicators of business performance. This result supports the results of our study.

Erimiş (2009: 42) compared the data obtained from Turkey's leading large enterprises and the Technical Human Resources and Strategic Human Resources practices with the T-Test Statistics. He suggested a significant difference between mean values of both groups (high in Technical Human Resources practices). He commented that the SHRM is still not fully implemented in Turkey. The result of the mentioned literature supports our study.

Discussion of Findings Related to Business Performance

Huselid et al. (1997: 171) investigated with the Paired T-Test Statistics which technical human resources practices and strategic human resources practices affect the company performance more in US companies. They concluded that technical human resources practices are applied more in increasing company performance.

In their study, Singh and Schmidgall (2001: 201) examined the rates used by financial managers according to their ownership levels and the frequency of taking these rates as a reference, using a survey method in accommodation enterprises in the United States. In the Hospitality Industry Financial and Technology Professionals Directory database, a questionnaire was sent to the financial managers or finance officers of 500 accommodation enterprises in 2000, and 82 responses were received. The study's findings show that the

most important and frequently used financial ratios are liquidity ratios, profitability ratios, and activity ratios, respectively. In the research, to explain which ratios are given more importance by the business management, they were grouped as frequently used and rarely used ratios. It has been determined that business management attaches more importance to efficiency, activity, and profitability ratios.

In their study, Hwang and Cheng (2003: 357) examined the managerial performance of 45 hotel enterprises operating in Taiwan in 1998 and the productivity changes of enterprises from 1994 to 1998, using data envelopment analysis and Malmquist productivity index. They concluded a significant difference in productivity variation, depending on customer resources and management styles. It is among the other findings obtained in the study that the managerial performance of the enterprise is related to the internationalization level of the enterprises.

Rodriguez and Robaina (2004: 2) examined the effect of outsourcing on business performance, the goals of cost reduction activities, and service quality in hotel enterprises in the Canary Islands. They concluded that outsourcing in hotel enterprises significantly affects business performance of hotels. Additionally, it is among the findings of the study that outsourcing in hotels can be effective in reducing costs and other objectives of business activities.

In the study conducted by Sharma and Upneja (2005: 504), micro and macro factors affecting the financial performance of small hotel enterprises operating in the Arusha region of Tanzania were examined using the financial ratio analysis technique on business performance data obtained by face-to-face interview method. The results suggest that operating factors such as low profitability in small hotels, inefficiencies due to underemployment, inadequate investment in fixed assets and technology may result from government policies that ignore the provision of safety and security, and the rapid enforcement of licenses and permits.

Kim and Ayoun (2005: 59), in their study, comparatively examined the financial performance trends of tourism sub-sectors such as accommodation, restaurant, airline, and entertainment sectors using the ratio analysis method

between the years 1997-2001. As a result of the study, it has been determined that the financial performances of the accommodation, airline, entertainment, and restaurant sub-sectors are different in the context of the rates included in the analysis. Eight of the 13 ratios used in the study differed.

Jang et al. (2006: 306) examined the correlation between website development and financial performance of customer relations marketing with the canonical correlation method in the hotel business. The study, which covers the top 39 hotel enterprises, reveals a strong correlation between website development and financial performance in relationship marketing. According to the model established within the scope of the study, an essential canonical variation at the basic level has a positive correlation at the partnership level. Despite the changes in sales revenue, it is among the findings that it is negatively related to net income.

Wang et al. (2005: 347) examined the managerial efficiency of 54 international hotel enterprises operating in Taiwan in a study they carried out with the help of a linear program-based technique to eliminate the limitations of ratio analysis. They concluded that the inputs of the working environment and the method used affect the effectiveness scores. However, it has been revealed that the working environment of city hotels negatively affects productivity while the working environment of chain hotels positively affects productivity. After removing the effect of the working environment, among the other findings of the study results reveal that there is no difference between city and holiday hotels in terms of managerial efficiency.

Lee and Jang (2007: 362) examined the effects of market diversification strategy on the financial performance and financial stability of 36 hotel enterprises and the differences between these effects on financial performance and stability. In the study, accounting measures, market criteria, and adjusted performance criteria for risk were used to measure the financial performance of enterprises. This study shows that market diversification strategy does not increase profits, but diversification partially improves performance stability. Among the other findings of the study, the market

diversification strategy of hotel enterprises was not implemented as a tool to enhance financial performance.

In the study conducted by Kuşluyan and Eren (2008: 178) within the scope of three, four and five-star hotels and four and five-star resorts operating in Antalya, the organizational service orientation levels of accommodation enterprises in Turkey and the effects of organizational service orientation levels of accommodation enterprises on business performance were examined. In the study conducted using the survey method, it was determined that the organizational service orientation levels of the accommodation enterprises were high, and the organizational service orientation significantly affected the business performance of the accommodation enterprises.

Kandır et al. (2008) examined the effects of the growth in the tourism sector in Turkey on the financial performance of tourism enterprises. Within this context, in this study, the correlation between the ratio of tourism revenues to national income and the financial performance of tourism enterprises was evaluated using the indicators of profitability of investment, equity, and sales. The study determined a direct correlation between the occupancy rates and financial performance of tourism enterprises and a negative correlation between the performance criteria used and the ratio of tourism revenues to national income. However, it is among the other results of the study that the economic crises experienced in 1994 and 2001 adversely affected the business performance of tourism enterprises.

Wu et al. (2008: 137) tried to determine the best-performing hotels in Taiwan using the Gray Relational Analysis method. In the study, the outputs of the future of the hotels were tried to be predicted correctly with the help of a model. In the study, pre-tax profit, pre-tax return on investment, income per employee, income per square meter, and occupancy rate data obtained from Taiwan Tourism Bureau were used to measure the business performance of hotel enterprises and the sector. With the help of these data, the business performance of 56 international touristic hotels was measured in 2002, and the sector performance was measured in 1992-2005. The study concluded

that the model (GM) used is the best method used to predict the future output value of an enterprise.

Akbaba and Erenler (2008: 29) investigated the correlation between the leadership tendencies of their managers and the business performances of five-star hotels in Turkey. A questionnaire method was used in the study, and 51 questionnaires filled by the general managers of hotel enterprises were collected. The study's main result is that there is no significant correlation between the leadership tendencies of the managers of hotel enterprises and the business performance level of hotels. Amongst the other findings of the study, it has been revealed that the majority of the managers of the hotels show a high level of leadership tendency towards the task and medium level of people-oriented leadership and that the hotel enterprises perform at a good level.

Shang et al. (2008: 529) evaluated the effect of e-commerce on business performance of hotels with the help of Data Envelopment Analysis in 57 international hotels operating in Taiwan. The study is important because it is the first study that used the Data Envelopment Analysis method to measure the business performance of hotels. As a result of the study, it was concluded that e-commerce is not the main factor affecting the efficiency of the hotel enterprises where the study is carried out but affects other factors.

In his study, Chen (2009: 4765) conducted to measure the business performance of a small hotel chain operating in Taiwan and measured the enterprises' business performance using only seven criteria.

In the study conducted by Yükkü and Atağan (2010: 21), the business performance of three hotel enterprises belonging to a holding group, located in different provinces (İzmir, Antalya, İstanbul), was examined using various financial performance measures, primarily consisting of four methods. Later, the researchers gathered these four methods under the TOPSIS method, and the hotel's business performance was re-measured. In the study, it was emphasized that the TOPSIS method would enable to make more objective decisions.

In his study, Chen (2011: 200) investigated the effects of the global events encountered globally, such as the 1999 earthquake, the September 11th terrorist attack, and the acute syndrome in 2003, on the business performance of hotels active in Taiwan using panel data analysis method. The study used income, profitability, and stock performance measures; and concluded that sales and profitability directly affect international tourism development than stock performance. There is no strong link between stock returns and international tourism development. In the study, it has been revealed that the development of international tourism, together with the experienced global events, affects the business performance of hotels.

Erdem et al. (2011: 83) examined whether innovation affects business performance of hotels in Antalya. In the study conducted by using the survey method, it was found that the managers of the hotels find innovation and business performance important, they attach importance to innovation in their businesses, and they evaluate the performance of their enterprises positively compared to their competitors. At the end of the study, it was determined that there is a significant and positive correlation between innovation and business performance.

In the study conducted by Altunel and Saldamlı (2012: 75), the correlation between the degree of market orientation and financial performance of five-star hotels operating in Istanbul examines whether there is a difference in the financial performance of businesses according to the strategies that are protective, innovative, analytical and reactive. As a result of the study, a high positive correlation was found between the degree of market orientation and the financial performance of hotel enterprises. Additionally, it has been determined that hotel enterprises with an innovative and analytical strategy have a more market-oriented understanding and higher financial performance than businesses with a protectionist approach.

Roof et al. (2012: 31) examined whether there is a difference between the business performances of the four and five-star hotel enterprises operating in Istanbul according to the presence of sales and/or marketing units in their organization charts. As a result of the analysis, it was concluded that the hotel enterprises' financial performance and marketing performance that

have independent sales and marketing units or a sales unit under the control of the marketing unit are higher than the other enterprises.

Soudani (2013: 177) investigated the effects of internal control in the service industry and the effect of applying the e-accounting system on financial performance. As a result of the research, it was seen that the perceived e-accounting system has a significant impact on financial performance through the effects of the internal control system. However, among the results of the study, we see that some components of the internal control system, such as the control environment, risk assessment, and control activities, affect the profitability, productivity, and liquidity factors, which are the components of financial performance, although it is not a direct effect.

In the study conducted by Karadeniz and Kahiloğulları (2013: 84), the frequency of use and importance of financial ratios in five-star hotel enterprises operating in the Mediterranean Region were examined by survey method. Among the study's findings, it has been found that financial analysis is done monthly for planning and performance control in hotel enterprises. At the end of the study, it was found that the most frequently used and most important financial analysis techniques were Comparative Table Analysis and Ratio Analysis, respectively.

In the study carried out by Ecer and Günay (2014: 35), Gray Relational Analysis (GIA) method was used. The financial performances of 9 tourism companies traded in Borsa Istanbul (İstanbul Stock Exchange) between 2008-2012 were analyzed by ratio analysis method and evaluated according to seventeen financial ratios within the scope of liquidity, leverage, profitability, and activity indicators. According to the findings, the most important indicator used to measure the financial performance of tourism companies is the leverage indicator. In the study, tourism companies are ranked according to their performance.

In his study, Ergül (2014: 325) examined the financial performances of companies (seven companies) traded in the tourism sector in Borsa Istanbul (İstanbul Stock Exchange) in 2005-2012 comparatively with financial statements, using ELECTRE and TOPSIS methods. At the end of the study, it was concluded that the results obtained by using ELECTRE and TOPSIS

methods in determining and ranking the financial performances of the companies are compatible with each other and the results obtained using the financial statements confirm the results of these two methods.

Özçelik and Kandemir (2015: 97) examined the financial performances of tourism companies traded in Borsa Istanbul (Istanbul Stock Exchange) for 2010-2014 by using financial ratios. In the study conducted with the TOPSIS method, eight financial ratios were used within the scope of liquidity, leverage, profitability, and activity indicators of the financial performance of the companies. At the end of the study, they evaluated the business performance of tourism enterprises.

Karadeniz et al. (2016: 49) compared the financial performances of Turkish tourism sub-sectors in the 2012-2014 period that can be listed as accommodation, food and beverage, travel agency and tour operator, sports, entertainment, and leisure activities using the ratio analysis method by using 25 ratios. At the end of the study, it was found that the financial performances of Turkish tourism sub-sectors differ between ratio groups. When the liquidity and profitability analysis results are examined, the best performance was determined in the accommodation sub-sector and when business performance was analysed referring to asset usage analysis and cash cycle terms the sub-sector of food and beverage service activities showed the best performance. Among the other results of the study, mainly short-term foreign resources are used in sub-sectors as a financial structure.

Benligray et al. (2004: 6) analyzed whether the strategic orientation of human resources management affects financial performance with T-Test Statistics. According to the results of the research, they did not find a significant difference between the averages of the two groups with and without a human resources mission, vision statement in terms of objective financial performance indicators such as pre-tax profits/sales, pre-tax profits/net assets and gross value added/net assets.

Doğan and Hatipoğlu (2009: 81), in the results of their research which they compared performance indicators such as the number of employees, asset size, net profit margin, net sales, and a current ratio of the company which made a vision statement and which did not, they reached the conclusion that

the company that made a vision statement outperformed in all performance indicators.

Özutku and Çetinkaya (2012: 351), in their study investigating the correlation between SHRM and company performance, concluded that, according to the results of T-Test Statistics, companies that apply SHRM have higher firm performances (efficiency, profitability, quality) than companies that use traditional HRM.

The result of the study conducted by Cingöz and Akdoğan (2013: 9) that similarity is observed for the auxiliary element of SHRM ($\beta=0.444$; $R^2 = 0.092$; $p < 0.01$) has a significant and positive effect on organizational performance, but the vertical dimension of HRQM ($\beta=,513$; $R^2=0,122$; $p < 0.01$) showed no similarity in the result that it affects organizational performance in a significant and positive way.

It has been determined that strategic human resources management and business performance make a significant contribution to total quality management in 5-star hotels, which are the subject of our research. When one of the variables increases, the other increases.

Depending on the level of education, the quality perception of employees, personnel, and customers, the expected quality and perceived quality level increase.

As a result, in line with the findings obtained within the scope of the study, it can be said that strategic human resources management, which is a management approach that enables the tourism enterprises to improve their performance, achieve their goals, and gain competitive advantage, has positive results on the innovativeness of service quality and business performance. Within this context, to increase the service quality, which is known to significantly impact the business performance of tourism enterprises, the strategic human resources management approach should be adopted by the their managers. Thus, with the increase in the quality of service, which will display a positive attitude for tourism business, the employees' stress in the tourism will decrease. Their loyalty to the institution will increase while they respond to the institution with loyalty that will abate

their possibility of quitting, which will decrease the employee turnover rate in the workplace. Subsequently, managers will spend less on training. They will contribute to the performance of employees.

CHAPTER 6

CONCLUSION and RECOMMENDATIONS

6.1. Results

The service is like chocolate, and you can feel its taste until it reaches your stomach; after you eat, you forget the taste. In other words, chocolate must be eaten, repeated, maintained, and sustainable. Since the training part directly affects the quality, the expectation of the sustainability, continuity, and high quality of training also becomes high.

This study was carried out in 36 five-star hotels in Antalya province between January 1, 2018, and May 30, 2018. Due to the nature of the services provided by five-star hotels, the complexity of data collection changed the study's sample size. The unreluctance of some managers and employees of the five-star hotel industry to participate in the survey made it challenging to collect data and reduced the sample size.

Out of the 5-star hotel managers and employees participating in our research, it has been found that 55.8% (177 people) are male, 44.2% (140 people) are female, 49.2% (156 people) are married, 39.4% (125 people) are high school graduates, 52.4% (166 people) have no management responsibility, 77.6% (246 people) have a working period of 1-5 years in the institution, 42.0% (133 people) had 1-5 years of seniority in the sector, 72.2% (229 people) had 1-5 years of duration of work in the current department, 18.6% (59 people) work in food and beverage department, 65.9% (209 people) previous hotel type they worked before was a 5-star hotel, 53.3% (169 people) received training for their position, 55.5% (176) people did not specify their place of training, 70.0% (222 people) had an unknown duration

of the training, 57.7% (183 people) spoke a foreign language, 44.5% (141 people) spoke English.

The fields that effect the management of the 5-star hotels actively operating in Antalya province are considered by the manager and employees with the given characteristics respectively are given below; as strategic human resources management and total quality management by female managers or employees, as business performance by male managers or employees; as strategic human resources management and total quality management by the managers or employees between the ages of 18-25, as business performance by managers or employees between the ages 36-45, strategic human resources management by those with 26-30 years of seniority in the sector, as total quality management by those with 1-5 years of seniority in the sector, as business performance by those with 21-25 years of seniority in the sector, as strategic human resources management and business performance by those with 16-20 years of seniority in the sector, as total quality management by those with 21-25 years of seniority in the sector, as strategic human resources management and business performance by those who have received any training for their position, as total quality management for those who have not received any training for their position, as strategic human resources management and total quality management by those whose foreign language is Arabic, as business performance by those who speak Chinese as a foreign language,

as well as strategic human resources management and business performance scores significantly affect the total quality management scale scores according to those who do not have management responsibilities, divorced, high school graduates, who had worked in the hotel for 16-20 years, who work in the Health Club & Spa department, who worked in a Boutique hotel type before their current hotel, who received two years of training related to their position, and who can speak a foreign language other than their mother tongue.

As a result, it has been determined that strategic human resources management and business performance make a significant contribution to total quality management in 5-star hotels, which are the subject of our

research, and that when one of the variables increases, the other also increases.

6.2. Recommendations

In this section, suggestions are made for practitioners and researchers according to the results obtained in the research.

6.2.1 Recommendations for Practitioners

- Considering the significant contribution of strategic human resources management and business performance to the total quality management of 5-star hotels operating in Antalya, it is necessary to ensure that business managers and employees benefit more effectively from strategic human resources, total quality management, and business performance trainings. For this purpose, awareness programs should be developed under the guidance of Provincial Tourism Directorates.
- Inexperienced employees and managers who are young and new to the profession should receive consultancy services to cope with the problems in strategic human resources, total quality management, and business performance.
- The pressure of ad-hoc inspections on 5-star hotels should be alleviated, the workload of managers and employees should be relieved, and psychological conditions should not be ignored.
- Trainings should be organized for 5-star hotel managers to understand the knowledge level of their employees better. First of all, managers' knowledge about strategic human resources, total quality management, and business performance should be upgraded.
- The physical and infrastructural deficiencies of 5-star hotels should be eliminated as soon as possible, and more alternatives should be offered for the departments in which the employees want to work. Additionally, meetings and various

activities should be organized to strengthen in-hotel communication.

- Awareness-raising seminars should be organized to encourage employees to participate in the management process in the enterprise. In this sense, activities should be scheduled for the employees and their families on certain days to ensure that the employees are integrated with the management.
- To further increase the development of 5-star hotels worldwide, especially the government should provide incentives. Furthermore, 5-star hotel owners need to produce policies that will increase the personal rights of hotel employees and solve their economic problems. Additionally, strategic human resources, total quality management, and business performance practices should be reviewed.
- Considering the significant contribution of strategic human resources management and business performance to the total quality management of 5-star hotels that continue their activities in Antalya, it would be appropriate, especially for hotels that have just stepped into the sector, to appoint managers and employees with whom they can achieve success more quickly. In this sense, tourism managers and employees should be assigned to their hotels after gaining professional experience.
- Directing managers and employees to activities to ensure their personal and professional development will increase the perception of strategic human resources, total quality management, and business performance. In this sense, the managers and employees of 5-star hotels should be given opportunities to attend a certain number of scientific meetings per year and visit 5-star hotels in different countries.
- Measures should be taken to encourage 5-star hotel employees to direct them to get undergraduate and postgraduate

education. Additionally, more emphasis should be placed on practice in undergraduate education.

- The consultancy unit in 5-star hotels should be used more effectively to eliminate the factors that may reduce the perception of strategic human resources, total quality management, and business performance of 5-star hotel managers and employees considering the individual characteristics.

6.2.2 Recommendations for Researchers

- The literature shows that the studies on strategic human resources management, total quality management, and business performance of 5-star hotels operating in Antalya province are minimal. For this reason, researchers' in-depth studies on 5-star hotels will increase awareness.
- Considering its correlation with positive economic and social behaviors, strategic human resources management, total quality management, and business performance improvement programs for managers and employees should be put forward for 5-star hotels to have a more efficient structure.
- Quantitative research can be conducted to reveal the strategic human resources management, total quality management, and business performance of each of the factors that emerged in the qualitative dimension of the research.
- Besides the contribution of total quality management and business performance within the organization's context and the management of 5-star hotels, their contribution to strategic human resources can be investigated.
- Research can be conducted to reveal the effects of strategic human resources management, total quality management, and business performance perceptions of 5-star hotel managers and employees on their problem-solving skills.

- It is crucial to carry out theoretical research to further expand the existing literature by considering the Turkish organizational culture.

Based on the research results and the opinions of hotel managers and employees, a new academic research model was carried out to increase the effect of strategic human resources management on business performance of hotels and increase service quality. The ideas and discussion methods expressed in previous scientific research were taken into account. In the continuation of the academic research, previous research on this topic was reviewed, and it was seen that this research was the first research in Turkish literature. Within the scope of the literature review process in academic research, researches such as examining, discovering, analyzing, reading, classifying, summarizing, and synthesizing previous studies related to the research topic were conducted. In the literature review and analysis, the views of the previous literature on the research topic were determined, the deficiencies in the literature were revealed, and the place where our research would fit with the previous literature was revealed. Considering that the literature review is an indispensable requirement for academic research, we accessed 204 types. In the academic study; objective, research questions, problem situations, hypotheses, methods, findings, and results are based on the literature review results. I have conducted a literature review with scientific depth and originality according to the requirements of academic research. The contribution of academic research to the humanities is also valuable and places great emphasis on literary criticism. Considering the previous researches on the subject, it can be thought that the research will eliminate the important deficiencies of the subject such as originality, ability, responding to the needs of the target audience, and contribution to science. Almost all technologies, equipment, systems, ideas, and trends that are a part of daily life have been thoroughly evaluated in scientific research conducted through literature reviews. In book and article research, university students, master's and doctoral theses, project and thesis proposals, and even homeworks were researched on a literary basis in different forms, and details have been made. The literature review, thesis proposals, and thesis

are discussed as a separate section and mainly in the introduction part of the article. Literature review, reading, and synthesizing the acquired information was not easy, especially during the publication phase of the article, and the process was followed carefully and systematically. The realization of the thesis has contributed to the scientific knowledge and benefits of strategic human resource management, service quality innovation, and hotel performance. From the results obtained, it is thought that the adoption of strategic human resources management and the management of tourism companies and their employees will increase the service quality and increase the business performance of the hotel sector. Turkish literature will examine this research for the first time. It can be thought that this study is the first review and will contribute to the literature. The empirical, theoretical or methodological contribution of the research to the literature can be increased by shifting it into accessible publications. In this study, contrary to the Turkish and foreign literature, within the framework of the opinions of hotel managers and employees, the effect of improving strategic human resources management on business performance of hotels to improve service quality was examined. Considering that this study was carried out on 317 employees in 36 hotels in Antalya, we believe it will provide significant support to the tourism documentation of the province and help the tourism management of the country. In the first stage of implementing the research results, a conflict strategy, human resources management, service quality, and job performance training should be developed for tourism operators and employees, taking into account the pandemic.

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In Which Department Do You Work?

- Front Office (Reception)
- Housekeeping
- Food & Drink
- Kitchen
- Technical Service
- Personnel and Human Resources
- Accounting
- Procurement
- Sales and Marketing
- IT
- Security
- Health Club & Spa

Seniority in the sector

.....

Duration of work in the current department

.....

Type of previous hotels they worked before

.....

Have you received any training for your position?

- Yes
- No

If yes, where and how long did you study?

.....

Do you speak any foreign language?

- Yes
- No

Your answer is yes which language(s)?

.....

While answering the questions, please make evaluations by considering the following scale.
 1- Strongly Disagree 2- Disagree 3- Indecisive 4- Agree 5- Strongly Agree

STRATEGIC HUMAN RESOURCES MANAGEMENT SCALE	Strongly disagree	Dsagree	Indecisive	Agree	Strongly agree
1. The effectiveness of any Human Resource Management (HRM) application in your organization depends on the effectiveness of other HRM applications (such as the success of training increases performance).	1	2	3	4	5
2. The Human Resources (HR) strategies determined in your organization are compatible and supportive of each other.	1	2	3	4	5
3. Applications within the scope of HRM systems are carried out in harmony with each other.	1	2	3	4	5
4. While the HRM/Personnel unit carries out its work, it cooperates with other unit managers.	1	2	3	4	5
5. The HRM/Personnel unit coordinates with other units to determine their organizational training needs and regularly receive their opinions.	1	2	3	4	5
6. The HRM/Personnel unit assists other department managers in fulfilling their human resources responsibilities.	1	2	3	4	5
7. Senior management uses HRM information/data while determining the future direction of the institution (making decisions about its future).	1	2	3	4	5
8. Senior managers are trained to integrate units in the decision-making process.	1	2	3	4	5
9. Strategic planning is performed in the institution.	1	2	3	4	5
10. While making a cost-benefit analysis of corporate strategies, the benefits and costs of HR practices are taken into account.	1	2	3	4	5
11. Strategic plans also include a systematic analysis of HRM issues.	1	2	3	4	5
12. One of the most important factors taken into consideration while determining and choosing strategic alternatives is the characteristics of human resources.	1	2	3	4	5
13. Different strategies adopted by the organization affect the choice of HRM practices.	1	2	3	4	5
14. HRM practices are expected to be compatible with the determined strategies.	1	2	3	4	5
15. While preparing strategic plans, data/information about HRM is used.	1	2	3	4	5
16. Employees are evaluated about the current situation, and their opinions are asked to express their concerns about the process.	1	2	3	4	5
17. Strategic plans include objectives, policies, or practices related to HRM.	1	2	3	4	5

STRATEGIC HUMAN RESOURCES MANAGEMENT SCALE (Continued)	I strongly disagree	I disagree	I'm indecisive	I agree	I strongly agree
18. The contributions of the ideas, suggestions, and problem-solving of the working groups formed in your institution are appreciated.	1	2	3	4	5
19. The HR/Personnel manager is a member of the senior management team.	1	2	3	4	5
20. In the institution, people are seen as a resource that creates value.	1	2	3	4	5
21. HR/Personnel manager actively participates in the processes where strategies and plans are created.	1	2	3	4	5
22. Employees are informed about the changes to be made in your institution, about the direction of the change, its purpose, the final format, how it will be done, and who will have to bear what.	1	2	3	4	5
23. Activities carried out by employees are supported by superiors.	1	2	3	4	5
24. There are efforts to eliminate the difference in status between employees and senior management in your organization.	1	2	3	4	5
25. There is always mutual love and respect between the employees and the managers in your organization.	1	2	3	4	5
26. Your organization knows the expectations of employees to increase their efforts.	1	2	3	4	5

TOTAL QUALITY MANAGEMENT SCALE

Please indicate your level of agreement (between 1 and 5) with the following statements 1= Strongly Disagree, 2=Disagree, 3=Indecisive, 4=Agree, 5=Strongly Agree		Strongly Disagree	I disagree	No idea	I agree	Strongly I agree
1	Those in top management are of similar opinion about the future of the organization.	1	2	3	4	5
2	Activities and investments that yield long-term results receive little support from senior management.	1	2	3	4	5
3	Employees have the opportunity to participate in the management and are encouraged to implement change in the organization.	1	2	3	4	5
4	When necessary, middle and lower level managers do not allow employees to make decisions on their own. (Middle and lower level managers do not allow employees to make decisions independently when necessary.)	1	2	3	4	5
5	Top managers anticipate change and plan accordingly.	1	2	3	4	5
6	This organization encourages employees to improve its processes and services continuously.	1	2	3	4	5
7	Employees who do not have the chance to make suggestions that will change the current situation/operation are not welcomed or encouraged.	1	2	3	4	5
8	Most of our services have been improved compared to the recent past.	1	2	3	4	5
9	This organization has a good reputation and recognition for improving its services and processes.	1	2	3	4	5
10	My duties and responsibilities in the job do not help me to provide quality service.	1	2	3	4	5
11	I love my job because I do what I want to do.	1	2	3	4	5
12	Employees in this organization are dedicated to their work.	1	2	3	4	5
13	Managers want to see their employees' efforts for excellence.	1	2	3	4	5
14	Managers create a working environment where employees can show their talents in the best way.	1	2	3	4	5
15	Employees are given the training to understand better what does the organization performs and how.	1	2	3	4	5
16	Most of the employees do not have enough knowledge about the sector in which we work.	1	2	3	4	5
17	Few of our employees are aware of the processes that produce our services.	1	2	3	4	5
18	The top management has created an environment that supports continuing trainings.					
19	Senior management receives training on relations with employees and customers.					

20	It is the common attitude of this organization to prevent the occurrence of faulty services.					
21	There are no in-process control measures in the processes of this organization.					
22	Quality is the most fundamental feature when designing new services.					
23	Employees know how to use statistical process control tools.					
24	Explaining the variation in processes is not used as an analysis technique in the enterprise.					
25	Quantitative quotas are not the only criteria in measuring employee performance in the organization, and this criterion is not essential.					
26	Managers know how to motivate employees to display their performance at their highest.					
27	Managers consider the total cost of the service.					
28	Management emphasizes the miscommunications between suppliers and our company and tries to improve them.					
29	Management encourages the use of few suppliers.					
30	The criterion in supplier selection does not cost alone, but the quality is also an important criterion.					
31	Teamwork is a standard working method.					
32	Each employee contributes to the improvement of processes and services.					
33	When making decisions, managers look at the big picture, the whole picture.					
34	Employees are reluctant to offer suggestions and express their opinions.					
35	Managers insist that all information flow within the organization is accurate and reliable.					
36	Our focus in our processes and activities is the satisfaction of our customers.					
37	Managers promote activities that improve customer satisfaction.					
38	The most important thing we do is to satisfy our customers and meet their expectations.					
39	Our managers do not care about customer satisfaction.					

BUSINESS PERFORMANCE

Please indicate your level of agreement (between 1 and 5) with the following statements 1= Strongly Disagree, 2=Disagree, 3=Indecisive, 4=Agree, 5=Strongly Agree		Strongly Disagree	Disagree	Indecisive	Agree	Strongly agree
1	We consider customer suggestions and complaints because they help us do our job better.	1	2	3	4	5
2	After-sales services are part of our business strategy.	1	2	3	4	5
3	We stand behind our promises to our customers.	1	2	3	4	5
4	We are constantly striving to add new values to our products to create customer value.	1	2	3	4	5
5	We regularly measure customer satisfaction.	1	2	3	4	5
6	The most important task of the marketing department in our hotel is to determine the customers' needs and meet them.	1	2	3	4	5
7	For us, quality is an indicator of whether our customers are satisfied with our services or not.	1	2	3	4	5
8	We regularly monitor the marketing activities of our competitors.	1	2	3	4	5
9	We regularly collect market information from our competitors for assistance to guide our marketing activities.	1	2	3	4	5
10	We give instructions to our salespeople to monitor and report competitor activities.	1	2	3	4	5
11	We respond quickly to competitor activities.	1	2	3	4	5
12	Our senior management frequently discusses the activities of our competitors.	1	2	3	4	5
13	We look for opportunities to gain a competitive advantage.	1	2	3	4	5
14	Marketing staff in our hotel make a significant contribution to the service development process.	1	2	3	4	5
15	Marketing information is shared with all units.	1	2	3	4	5
16	All departments contribute to the business plan/strategy development process.					
17	We do a good job by combining the activities of all units in the hotel.					
18	Our marketing personnel interacts formally with all other units.					
19	Marketing activities lead (pioneer) the entire hotel.					

Annex 2: Table of Supported/Not Supported Hypotheses

Strategic Human Resources Sub-hypotheses	Supported	Not supported
H1 hypothesis was supported since the statistical significance value is $p < 0.05$ between the gender of hotel managers and employees and strategic human resources management.	+	
The H2 hypothesis was not supported since the statistical significance value is $p > 0.05$ between the ages of hotel managers and employees and strategic human resources management.		-
H3 hypothesis was not supported since the statistical significance value is $p > 0.05$ between strategic human resources management and whether hotel managers and employees have management responsibilities or not.		-
H4 hypothesis was not supported since the statistical significance value is $p > 0.05$ between strategic human resources management and the marital status of hotel managers and employees.		-
The H5 hypothesis was not supported since the statistical significance value is $p > 0.05$ between strategic human resources management and the educational status of hotel managers and employees.		-
H6 hypothesis was not supported since the statistical significance value is $p > 0.05$ between the working periods of hotel managers and employees in this institution and strategic human resources management.		-
The H7 hypothesis was not supported since the statistical significance value is $p > 0.05$ between strategic human resources management and the department in which hotel managers and employees work.		-
H8 hypothesis was not supported since the statistical significance value is $p > 0.05$ between strategic human resources management and the seniority of hotel managers and employees in the sector.		-
H9 hypothesis was not supported since the statistical significance value is $p > 0.05$ between strategic human resources management and the duration of work of the hotel managers and employees in the current department.		-
The H10 hypothesis was supported since the statistical significance value is $p < 0.05$ between strategic human resources management and the types of previous hotels where hotel managers and employees worked before.		-
H11 hypothesis was not supported since the statistical significance value is $p > 0.05$ between strategic human resources management and whether hotel managers and employees received any training for their position or not.		-
H12 hypothesis was not supported since the statistical significance value is $p > 0.05$ between the strategic human resources management and the place where hotel managers and employees received training for their position.		-
H13 hypothesis was not supported since the statistical significance value is $p > 0.05$ between strategic human resources management and the duration of training received by hotel managers and employees for their position.		-
H14 hypothesis was not supported since the statistical significance value is $p > 0.05$ between strategic human resources management and whether hotel managers and employees know foreign languages or not.		-
H15 hypothesis was not supported since the statistical significance value is $p > 0.05$ between strategic human resources management and which foreign language is known by the hotel managers and employees.		-

Total Quality Management Sub-hypotheses	Supported	Not supported
The H16 hypothesis was not supported since the statistical significance value is $p < 0.05$ between the genders of hotel managers and employees and total quality management.		-
H17 hypothesis was not supported since the statistical significance value is $p > 0.05$ between the ages of hotel managers and employees and total quality management.		-
H18 hypothesis was not supported since the statistically significant value is $p > 0.05$ between total quality management and whether hotel managers and employees have management responsibilities or not.		-
H19 hypothesis was not supported since the statistical significance value is $p > 0.05$ between total quality management and the marital status of hotel managers and employees.		-
The H20 hypothesis was supported since the statistical significance value is $p > 0.05$ between total quality management and the educational status of hotel managers and employees.	+	
H21 hypothesis was not supported since the statistical significance value is $p > 0.05$ between the working period of hotel managers and employees in this institution and total quality management.		-
The H22 hypothesis was not supported since the statistical significance value is $p > 0.05$ between total quality management and the department in which hotel managers and employees work.		-
H23 hypothesis was not supported since the statistical significance value is $p > 0.05$ between total quality management and the seniority of hotel managers and employees in the sector.		-
The H24 hypothesis was not supported since the statistical significance value is $p > 0.05$ between the total quality management and the duration of work of the hotel managers and employees in the current department.		-
The H25 hypothesis was supported since the statistical significance value is $p < 0.05$ between the total quality management and types of previous hotels where hotel managers and employees worked before.	+	
H26 hypothesis was not supported since the statistical significance value is $p > 0.05$ between total quality management and whether hotel managers and employees received any training for their position or not.		-
The H27 hypothesis was not supported since the statistical significance value is $p > 0.05$ between total quality management and the place where hotel managers and employees received training for their position.		-
The H28 hypothesis was not supported since the statistical significance value is $p > 0.05$ between total quality management and the duration of training received by hotel managers and employees for their position.		-
The H29 hypothesis was not supported since the statistical significance value is $p > 0.05$ between total quality management and whether hotel managers and employees speak foreign languages or not.		-
The H30 hypothesis was not supported since the statistical significance value is $p > 0.05$ between total quality management and foreign language the hotel managers and employees speak.		-

Business Performance Sub-hypotheses	Supported	Not supported
H31 hypothesis was not supported since the statistical significance value is $p < 0.05$ between the gender of hotel managers and employees and business performance.	+	
H32 hypothesis was not supported since the statistical significance value is $p > 0.05$ between the ages of hotel managers and employees and business performance.		-
H33 hypothesis was not supported since the statistical significance value is $p > 0.05$ between business performance and whether hotel managers and employees have management responsibilities or not.		-
H34 hypothesis was not supported since the statistical significance value is $p > 0.05$ between business performance and the marital status of hotel managers and employees.		-
The H35 hypothesis was not supported since the statistical significance value is $p > 0.05$ between business performance and the educational status of hotel managers and employees.		-
H36 hypothesis was not supported since the statistical significance value is $p > 0.05$ between the period of work of hotel managers and employees in this institution and business performance.		-
H37 hypothesis was not supported since the statistical significance value is $p > 0.05$ between business performance and the department in which hotel managers and employees work.		-
H38 hypothesis was not supported since the statistical significance value is $p > 0.05$ between business performance and the seniority of hotel managers and employees in the sector.		-
H39 hypothesis was not supported since the statistical significance value is $p > 0.05$ between the business performance and the duration of work of the hotel managers and employees in the current department.		-
The H40 hypothesis was supported since the statistical significance value is $p < 0.05$ between the business performance and the types of previous hotels where hotel managers and employees worked before.	+	
H41 hypothesis was not supported since the statistical significance value is $p > 0.05$ between business performance and whether hotel managers and employees received any training for their position or not.		-
H42 hypothesis was not supported since the statistical significance value is $p > 0.05$ between business performance and the place where hotel managers and employees received training for their position.		-
H43 hypothesis was not supported since the statistical significance value is $p > 0.05$ between business performance and the duration of training received by hotel managers and employees for their position.		-
H44 hypothesis was not supported since the statistical significance value is $p > 0.05$ between business performance and whether hotel managers and employees speak foreign languages or not.		-
The H45 hypothesis was not supported since the statistical significance value is $p > 0.05$ between the business performance and which foreign language is spoken by the hotel managers and employees.		-

Annex 3: Table of the Hotels Surveyed

PROVINCE NAME	AREA CODE	ANTALYA PROVINCIAL SURVEY REGION NAMES	HOTEL number	SURVEY number
ANTALYA	REGION 1	ANTALYA CENTRAL REGION; KONYAALTI, LARA, KUNDU (CENTER)	13	119
ANTALYA	REGION 2	KEMER REGION; BELDIBI, GOYNUK, KIRIS, TEKIROVA (WEST)	5	50
ANTALYA	REGION 3	MANAVGAT REGION; KIZILOT, SERIK, BELEK, KADRIYE (NEAR EAST)	12	87
ANTALYA	REGION 4	ALANYA REGION; KONAKLI, MAHMUTLAR (EAST)	6	61
ANTALYA	TOTAL 4 REGIONS	ANTALYA PROVINCIAL TOTAL	36	317

Annex-4 CV

Mustafa TANDOĞAN was born in 1974 in Ermenek, Karaman. He attended primary school in Yalındal Village Primary School, a secondary school in Ermenek High School (in secondary education), and high school in Konya Atatürk Health Vocational High School (Health Servant Department).

He received his Bachelor's degree in Business Administration from Anadolu University, Faculty of Business Administration, Associate Degree in Laborant and Veterinary Health from Anadolu University, Open Education Faculty, and Associate Degree in Plant and Animal Production from the same Faculty.

After graduating from Hoca Ahmet Yesevi International Turkish-Kazakh University, Faculty of Economics, Management and Organization Master's degree, Southern University in Rostov-on-Don, Russian Federation, Institute of Management Business and Law (IMBL), The Online Doctoral Degree of Business Administration, he completed his Doctorate of Business Administration education and published. The Mechanisms of The Creation of Strategic Flood Management of Human Resources (Model) in the Russian Federation VAK indexed journal. Later;

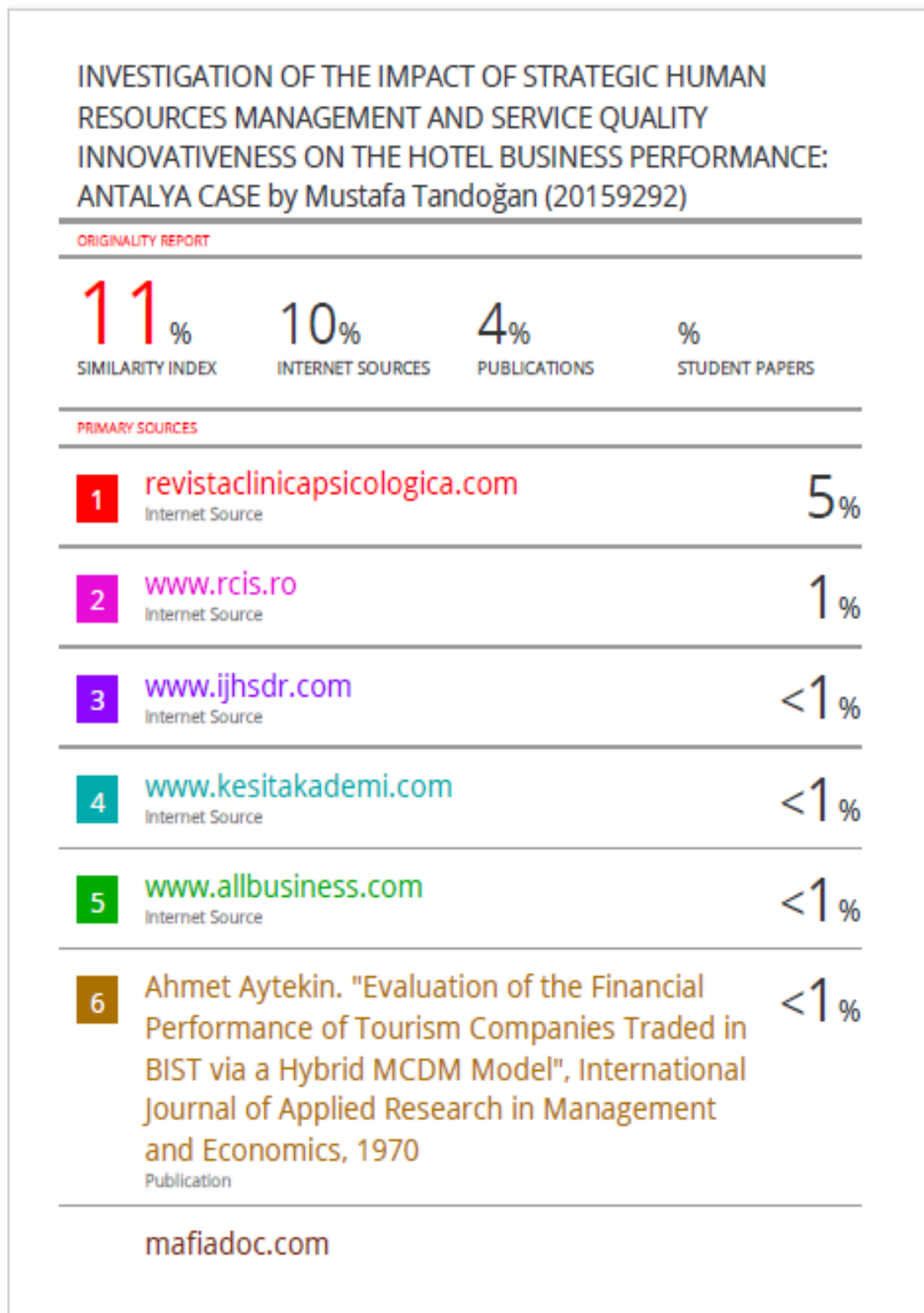
in TRNC Near East University, he completed a Doctoral Degree Education in the field of Ph.D. Business Administration. His article, "The effect of service quality and strategic human resources management on the business performance of hotel enterprises," related to his doctoral thesis, was published in the SCI-indexed journal.

Mustafa Tandogan was assigned as a Civil Servant in the Republic of Turkey and first served in various positions in the Ayrancı district of Karaman (Central Health Center) and Ermenek district (Health Vocational High School and Ermenek State Hospital). In 2001, he worked in Antalya province Alanya district (Türkler, Konaklı, Avsallar, Mahmutlar and Emişbeleni). In 2007, he worked in Antalya's Kemer district (State Hospital). In 2008, he started to work at the Antalya Provincial Health Directorate, Education Branch, and then left his position in July 2019 and started his duty at the Health Sciences University Antalya Training and Research Hospital, where he still works. During his service in the public sector for many years, he gave in-service and public health training. He also gave Personal Development Training Seminars for a long time.

Mustafa Tandoğan, who likes to read, research, think, and question and loves art, artists, music, literature, and writing, has three published works (books). From Başlık ayınları, "Mavi ve Yakamoz" (ISBN:978-605-2015-83-4) 1st Edition: Istanbul, 2017; latter; "Love in the Full Moon" by Gece Kitaplığı Yayınevi (ISBN: 978-625-7912-78-5) 1st Edition: April 2020 /ANKARA, the third is "Beyond Health" by Gece Kitaplığı Yayınevi (ISBN: 978-625-7411-10-3) 1st Edition May 2021, Ankara

Annex-5 Plagiarism Report

Impact of Strategic Human Resources Management and Service Quality
Innovativeness on the Hotel Business Performance:
(ANTALYA CASE)



ETHICS COMMITTEE REPORT



SCIENTIFIC RESEARCH ETHICS COMMITTEE

29.08.2017

Mr. Assoc. Dr. Nermin Gurhan,

The project proposal titled "The Effect of the Service Quality of the Strategic Human Resources Management (Plan-Policy-Procedure-In-service training) on the business performance of hotel enterprises Oriented to Innovation (Antalya five-star hotels example) you've applied to Scientific Research Ethical Committee with the project no YDÜ/SB/2017/53 has been evaluated by our board and has been found ethically appropriate. With this letter, you can start your research by not going beyond the information you have specified in your application form.

Assistant Professor Dr. Direnç Kanol
Scientific Research Ethics Committee Reporter
(signature)

Note: If you want to submit an official acceptance letter to an institution, you can apply to the Near East University Scientific Research Ethics Committee with this letter and obtain an official letter signed by the committee chairman.