



## Evaluation of Contemporary Management Approaches in Hotel Businesses: A Qualitative Application in Four and Five Star Hotels

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### Abstract

Intense competitive environment makes it mandatory for hotel businesses to apply modern management approaches. In this direction, the aim of the study is to determine at what level contemporary management approaches are applied in four and five-star hotel businesses. The phenomenology model, one of the qualitative research models, was used in the research. The working group consists of 10 hotel businesses with four and five stars located in Ankara, İstanbul, Muğla and Antalya. A total of 61 questions were asked to the study group. Interviews were held with the managers of the hotel businesses. The data were obtained by content analysis and the findings were presented comparatively in the form of a table. As a result of the study, it has been determined that while the majority of the hotels apply most of the modern management approaches at the high level, there are also the hotel businesses that apply them at the middle and lower level. It can be interpreted that this situation is caused by the fact that they are not an international chain hotel business and they do not have sufficient knowledge about contemporary management approaches. As a result of the study, suggestions were made about every contemporary management approach to hotel businesses.

**Keywords:** Contemporary Management Approaches, Management Science, Tourism Sector, Hotel Management.

## **1. INTRODUCTION**

Management concept; it is defined as a roadmap (Memduhoğlu, 2010:2) that is followed in line with the targets determined by organizing the tools necessary to achieve certain objectives in enterprises and can also be defined as performing tasks through individuals. In the period from the past to the present, with the industrial revolution, major wars, technological changes in information and communication and the effects of globalization, after 1960, classical management approaches were replaced by contemporary management approaches. Contemporary management approaches, as a basic philosophy, aim to compensate for the shortcomings of previous management approaches and to improve their negative aspects. To summarize, contemporary management approach; customer focus, quality, effective use of resources, creativity, and human value (Şimsek, 2005:88).

In this article, it can be seen how to contemporary management approaches such as Total Quality Management, Management by Objectives, Network Organizations, Benchmarking, Workforce Empowerment, Learning Organizations, Institutionalization, Reconstruction, Intellectual Capital, and Outsourcing are examined under the main topics.

Hotel businesses have had to change and update their service strategies to survive and maintain over time. First of all, the changing issues are in vision and mission issues. In addition, enterprises should determine their strategies and policies, target the total quality of their services, and continuously train their employees in order to ensure the quality of service (Bedük, Muammer and Abdullah, 2008:136). In addition, they should examine the markets in the sector well and make changes by modeling and adapting the structures of the businesses that are leaders in the markets, identifying the strengths and weaknesses of the enterprise and going through the restructuring process accordingly.

Hotel businesses in the service sector need to implement modern management approaches in order to ensure continuity and sustain their growth and revenue growth. The existence of contemporary management approaches is one of the main factors that create the branding phenomenon for both domestic and foreign customers of enterprises in the tourism sector. The quality of service and continuity of the quality of service of hotel enterprises is an indispensable issue in order to ensure satisfaction with both employees and customers. There is an intense competitive environment in the tourism sector. In order to withstand these intense competitive conditions and to raise the business to the level of international enterprises, modern management approaches must be fully implemented under the leadership of technological developments (Kara and Çavuş, 2014:483).

In this study, the theoretical framework and concept definitions of contemporary management approaches that develop with globalization are given. The aim of this study is to determine and interpret the extent to which four- and five-star hotel businesses use contemporary management approaches with the help of the findings obtained. In this context, the research issue; the level at which contemporary management approaches are applied to four and five-star hotel businesses.

## **2.CONTEMPORARY MANAGEMENT APPROACHES**

### **2.1.Total Quality Management**

Total quality management (TQM) is a process that starts with the quality request and will of the organization. The value, quality, and efficiency of the organization are determined by the satisfaction rates of its customers. Factors such as the establishment of mutual trust in the organization, the failure to make mistakes, the support of decisions with data and the instilling of team spirit form the basis of the relations within the organization. TQM, which is an

understanding of innovation, is welcomed by organizations as it is a holistic approach to not making wrong or incomplete decisions (İlğan et al., 2008:79). TQM should be made into a way of thinking in all activities of the organization within a holistic system, spreading quality to all areas, making people a focal point, developing goods and services, participating the whole organization in the whole process, continuous development and learning. TQM is a form of business that adopts to maximize customer satisfaction by identifying not only the present but also the desires and expectations that may occur in the future (İlğan et al., 2008:73-74). Although TQM has many objectives, its main objectives are; minimizing extravagance, increasing efficiency, continuous increase in quality, reducing expenses, reducing processing times, ensuring continuous improvement, and development, ensuring balance between stakeholders (Özgüner and Özgüner, Z. 2015: 443). Leadership, continuous improvement (Kaizen), customer focus and participative management principles must be adopted in order for TQM to reach the whole organization.

**Leadership:** TQM can be defined as a management philosophy aimed at effective use of all existing resources with the participation of all business partners in the management process in order to develop and implement approaches to preventing mistakes in order to realize the visions and missions of the organization (Taş ve Aksu, 2011: 353).

**Continuous Improvement (Kaizen):** The main thing in continuous improvement is not to see the existing situation as effective, but always to take it one step forward. Kaizen has always philosophized a management style that demands better and is never satisfied with the existing process. The ever-changing expectations of customers require a continuous increase in the quality of the goods or services produced (İlğan et al., 2008:76).

**Customer Focus:** TQM considers all individuals who are buyers of goods or services as customers. All activities of the organization are based on meeting the demands of customers. Organizations will be memorable and valued as long as they improve the quality for their customers (Önder,1998:65).

**Participating Management:** In order for TQM to succeed, the participation of the entire hierarchical structure from the lowest level to the highest level must be ensured. Success will be permanent when all employees make total quality management a way of thinking (Coşkun, 2003:57).

TQM is a form of management based on continuity and efficiency, but starting with determining which methods organizations will move forward and how to carry out them, it is a management approach that covers the participation of all employees in the processes, achieving the desired quality, and continuous improvement and development efforts, regardless of the upper and subordinate distinctions within the organization. Among the benefits of TQM, it can be conveyed as positive results such as increased organizational awareness, high profits, appealing to more customers, decreased employee turnover, more meaningful work of employees with their participation in the field of management, increasing intra-organizational culture by forming teams, increasing brand awareness (İlğan et al., 2008:79).

## **2.2.Management by Objectives**

One of the contemporary management approaches, Management by Objectives (MBO) theory, was first described by Peter F. Drucker in 1954 (Yildiz and Cobanoğlu, 2016:343). According to Drucker, MBO is a system for balancing organizational objectives and merging between activities. The MBO process consists of managers in senior management setting targets with lower-level managers and determining the responsibilities of each employee according to the expected results of them in relation to the field of duty. Therefore, when the relevant literature is examined; it

appears to have been examined as management by results, management with results, management by objectives, and results (Efil, 1999:189 as cited in. Koç and Topaloglu, 2017:167).

MBO is an understanding that enables the cooperation of the organization and employees, allows the powers and responsibilities of individuals, directs their opinions and efforts in a common way, and brings together the objectives of the organization on the same plane as the objectives of the individual (Aydın, 2013:111). MBO is a process in which the top and subordinates in an organization determine their objectives together, decide their areas of responsibility, and the results they will achieve together, and examine together whether these objectives and results have been realized in certain periods (Koç and Topaloglu, 2017:168).

When determining the objectives, it should be taken care that it is clear, understandable, measurable, and achievable. Objectives start from senior management and descend to submanagement in the form of a hierarchy of objectives, thus ensuring integrity. During the activity planning phase, it is determined how to achieve the objectives set out in the strategic plan and reduced to the level of department and person. In this way, while the individual develops his/her abilities, the organization benefits from the individual's abilities. The phase of application and self-control is the stage in which plans are implemented and deviations are determined, if any. Periodic valuations are the valuation process that is carried out at certain time intervals. Thus, the performance of the workers is measured and rewarded if necessary (Koçel, 1999:98; Efil, 1999:194; Şimşek, 2005:284 as cited in. Koç and Topaloglu, 2017:168-169).

### **2.3.Network Organizations**

With the globalization process, organizations are redesigning their organizational structures in order to achieve superiority in the market, efficiency/effectiveness and service quality (Kanbur, 2008: 389). Network organizations are a group of businesses that are in mutual relations independently of each other, do not have a hierarchical superiority between them, but divide the work among themselves with certain agreements and produce goods and services, as well as sell what they produce. By using the network organizational structure, companies continue their business in an effective and innovative way; concentrates on doing the work properly and operates in a way to make agreements with other companies (Koçer and Erdoğan, 2011: 247).

Network organizations are named according to their structure. Network organizations are examined under three main headings in the literature: Internal, balanced and dynamic. *Internal network organizations*, can be expressed as an organization whose organizational units interact with each other and can establish formal and informal relations. In this context, formal relations include ties, resource exchange and personnel transfers through workflow (Brass et al., 2004: 801). In *balanced network organizations*, resource ownership and property savings of enterprises producing goods or services occur independently of each other, when they are in a supply and demand relationship (Karaaslan et al., 2003: 25). In addition, this organizational structure is a form of outsourcing (Saylı et al., 2006: 33). The defining feature of *dynamic network organizations* is the absence of the main business. In this type of organizational structure, the formation of enterprises that are completely independent in their field around any enterprise that functions as an indirect organizer is essential. In other words, organization emerges cyclically between businesses and a network is formed (Karaaslan et al., 2003: 25).

### **2.4.Outsourcing**

Today, it is known that enterprises prefer modern management approaches in order to gain a competitive advantage, as multiple contemporary management approaches such as total quality management, benchmarking, outsourcing, workforce empowerment. All of these approaches are

integrated with the enterprise in order to strengthen the enterprise and increase its share in the market.

Outsourcing, which is one of the modern management approaches, is called outsourcing of private work that requires expertise and is outside of its core capabilities (Arslan ve Aydoğmuş, 2020:466). In industrialized parts of the world, outsourcing has become an increasingly popular method for companies to organize their production in order to gain the advantage of competitiveness (Shy ve Stenbacka, 2003:203). Outsourcing differs from alliances, partnerships, or joint ventures in that resource flow is one-way from provider to user. Typically, there is no profit sharing or mutual contribution (Belcourt, 2006:270).

Businesses can opt for an outsourcing approach in a single activity in the production process or outsource one or more functions of the enterprise (Turan,2014:155). Turan (2014) conveys the advantages of outsourcing as follows:

- Optimal use of financial resources
- Reducing costs and improving quality (outsourcing has the advantage of reducing costs by preventing the formation of new costs)
- Being able to become a successful business
- Gain speed
- Downsizing and preparing for global competition
- Gaining a strategic perspective
- Process renewal and ability to follow technological innovations

The ability of businesses to achieve the above-mentioned advantages requires effective outsourcing management. The disadvantages that outsourcing can bring (Turan, 2014:157); increasing dependence on supplier operation and loss of control, preference of unqualified supplier, loss of abilities of the enterprise, risk of loss of control over personnel, focus on short-term economic objectives.

It is possible to say that the disadvantages of outsourcing arise with the selection of more suppliers, as mentioned above. Supplier selection needs to be done correctly and the business as a new competitor must maintain its core capabilities, especially in order not to pose a risk to the business. In order to effectively execute outsourcing, situationality can be used more effectively as a result of its handling and evaluation together with dynamic capabilities and business model approaches (Turan,2014:160).

## **2.5.Benchmarking**

With globalization, intercultural interaction, preference of foreign markets and open markets, change and development have become a necessity for enterprises. Therefore, businesses have to prioritize the desires and expectations of their customers, adopt innovative understandings and control the changes that occur (Efe, 2019:95). The concept of comparison emerged in the 1970s, and it is possible to say that it dates back to the 1980s when businesses started to carry out benchmarking studies in order to move their assets forward and keep up with innovations.

In today's increasing globalization, increasing competition in domestic and foreign markets and increasing quality expectations of customers push businesses to develop and implement a number of different quality ideas in order to stay competitive or increase competitiveness, and therefore direct organizations to compare them with the urge to be the 'best of the best' (Erdem, 2006:66).

No common definition has yet been adopted for comparison. However, Erdem (2006)'s definition of comparison adequately summarizes the basis of the comparison: In parallel with the increasing competition in the world through globalization, organizations need to constantly follow innovations and developments, and compare their improvement-required practices with other businesses or departments with best practices within the enterprise (internal or external comparison) without any difference in sector and unit to adapt best practices to the business or unit structure. To briefly convey the objectives underlying the comparison, we can list them as follows;

- Ensuring a change in product, processes and services for the better
- Achieving customer satisfaction and performance improvement
- Gaining a competitive advantage in the existing sector

In order for the benchmarking studies to be successful, planning (determining what will be compared and the business to be compared) must be done correctly. Secondly, the analysis of the enterprise (determination of the lack of performance) should be carried out. Integration as the third stage (findings are evaluated and made acceptable) is required. The fourth stage is taken into action, and the final stage is the maturity stage. At this stage, the business reaches the leadership position and the applications are fully integrated with the processes within the enterprise (Demirdöğen ve Küçük, 2003:309).

Businesses create their strategies to dominate the market or compete with their competitors. Benchmarking technique, which is one of the modern management techniques, can be used in addition to other techniques and requires a great deal of support from management. In order for these techniques to benefit the business, the participation of all working personnel is also required.

## **2.6. Workforce Empowerment**

Workforce empowerment is a management approach created by global change and fierce competition. In order for modern organizations to manage their activities effectively and efficiently, they must include dedicated employees (Koçel, 1999:449). Empowerment, refers to an active working atmosphere in which the workforce believes that it can determine its business boundaries and role in the job. Thus, the spiritual feelings that the workers have towards the organization will increase. Empowerment as a management concept; is defined as cooperation, sharing, training, teamwork, increasing the decision-making powers of the employees, and continuously improving the workforce (Erdağ, 2001:3). Empowered workers will take on more responsibility when they feel that the work they are doing is theirs. Their attitudes towards jobs will be more rigorous and their effectiveness within the organization will increase as a result (Doğan, 2006:26).

## **2.7. Learning Organizations**

Learning organization approach is defined as organizational structures capable of changing their behavior in line with the information obtained after providing information, gaining information, transmitting information (Toksöz, 2018). According to another definition, learning organizations; they are organizational structures that can adapt to constantly changing environmental conditions, pay attention to past experiences and learn lessons, research the information needed by the organization and thus maximize the contribution of employees to the organization (Kılınç, 2006).

McGill ve Slocum, (1993 as cited in. Kutum, 2017:44-45) examined learning organizations as a four-step development phase. These are the ones that are going to be defined as the organization that knows, the organization that understands, the organization that thinks and the organization

that learns. According to McGill and Slocum studies; the main theme of the organization is to be dedicated to the path of the organization and includes various arrangements by the management and functioning in accordance with the rules. The understanding organizational model emerged with the personnel structure strengthened by the clarity of values and the increase of internal communication. The main purpose of thinking organizations is to focus on the factors that cause problems and eliminate them. Learning organizations are defined as examining, improving and repairing every work experience.

## **2.8.Institutionalization**

Institutionalization is the management of the objectives determined by the enterprises with accepted norms, values and principles. In line with the realism and robustness of these goals, the managers of the enterprise feel connected to the institution (Ülgen, 1990: 103). Institutionalization is, in a sense, bringing together and blending of the old and the new. The old and new values, principles brought together are important for the strength and continuity of the relations maintained around the institution. Institutionalization can be explained under five approaches. These approaches differ in essence (Kimberly, 1979: 342). The first approach is the work of Selznick. Emphasizing that the environmental factor is an important factor for businesses in his studies, Selznick underlined that the realization of the harmony of the environment with the business in order to ensure institutionalization and the technical tools in this harmony are important (Selznick, 1996: 271). The second and third approaches are based on Berger's work. Berger focuses on how people's motives and behaviors affect the social order, and the impact of the environment on human behavior (Scott, 1987: 497). In the fourth approach explained by DiMaggio and Powell, it is emphasized that businesses should be acceptable to everyone instead of being moderate in the institutionalization process (Selznick, 1996: 276). In the fifth approach, explained by Friedland and Alford, it is emphasized that businesses act in their interests and while trying to protect them, everyone in the business can attribute different meanings to events (Scott, 1987: 506).

## **2.9.Reconstruction**

Reconstruction is a complete reconsideration of all the activities necessary for organizations to survive in the developing competitive conditions, to increase their services by understanding their customers, to create better quality goods and services, to increase their earnings, and to maintain their continuity by fulfilling the development more rapidly (Çetin, 1996: 202).

The characteristics of the restructuring approach, which can handle the changes quickly and apply them to the management, in the conditions of globalization where there is constant change; it is to consider the existing structure from the beginning, to design the changes from a comprehensive perspective, to create added value with the strategically important process logic, to ensure a high increase in productivity and to recreate it (Seymen Aytemiz, 1999: 8-14). Keeping customer expectations and satisfaction at the highest level, which is one of the basic principles of restructuring, being one step ahead in the competition process, coming to the forefront of creativity by adapting quickly to changing conditions, always being open and ready for development, not sacrificing the goals of continuous development and improvement are the principles of a careful and controlled approach. It should be applied in a proper way (Seymen Aytemiz, 1999: 8-14).

## **2.10.Intellectual Capital**

The success of organizations today depends on obtaining and retaining information. The concept of intellectual capital is also evaluated in this context. Intellectual capital has an important position in the success of organizations and the realization of their goals in the long term (Senel, 2019:8).

The concept of intellectual capital in the developing 'information world' was first raised in the article "Brain Power" published by Thomas Stewart in 1991. Stewart refers to intellectual capital as "the sum of all the elements known to human factors in a business that give the business a competitive advantage" (Stewart, 1997:19).

Intellectual capital is all assets that are knowledge-based but not seen on the operating balance sheets, which will give a business a competitive advantage over the future and differentiate it from other businesses. These entities; it is possible to rank the culture of the enterprise, copyright and patent rights, the manpower of the enterprise, the structure of the organization, and relations with its customers (Tekin, 2019:431). The main purpose of intellectual capital is to define and develop the processes necessary for the management of intangible assets (Ergun and Yilmaz, 2013:130).

According to Sullivan (2000), elements of intellectual capital; human capital, client capital, intellectual property, R&D, innovation, knowledge, intellectual assets, structural capital, relationship capital, and information technologies (as cited in. Haykır Hobikoglu, 2011:88).

### **3.METHODOLOGY**

#### **3.1.Model of the Research**

This research was created and conducted with the phenomenology model, which is one of the qualitative research methods. The reason for choosing the qualitative research technique in the research is to understand and explain the information, facts and concepts related to the subject to be researched. The purpose of the interview is to determine the subjective perspectives of the participants in the study, in which they explain their feelings, thoughts and knowledge about the subject of the study in detail. In research conducted with interview technique; detailed information about the subject of the research can be collected and the research data are handled in different dimensions (Yüksel, A. 2020: 552). The research issue is to determine at what level contemporary management approaches are applied to four and five-star hotel businesses. Contemporary management approaches discussed in the study have been prepared based on the book study of Koç and Topaloğlu (2017).

#### **3.2.Working Group**

This study was applied on 10 four and five-star hotels located in Ankara, İstanbul, Antalya and Muğla. 58 four-star hotels, 29 five-star hotels in Ankara; 155 four-star hotels and 117 five-star hotels in Istanbul; 119 four-star hotels and 301 five-star hotels in Antalya; 52 four-star hotels and 49 five-star hotels in Muğla (Republic of Turkey Ministry of Culture and Tourism, 2021). All of the 10 participants in the research are in the managerial position of the enterprises; eight male and two female.

#### **3.3.Data Collection**

Structured interview form and content analysis method were used as data collection tools. The questions used in the interview were prepared to determine the level of use of contemporary management approaches. The interview questions were arranged with the support of expert opinion after the literature review. There are 61 questions in the interview form (see Appendix) that aim and support the purpose of the research.



Interviews were conducted with the managers participating in the research, both online and face-to-face. The interviews lasted an average of 35-40 minutes. The questions in the interview were arranged to determine whether all contemporary management approaches described in the theoretical framework exist in the relevant enterprise and whether they are also applicable.

### **3.4. Analysis of Data**

The information obtained by the researchers was first transferred to the computer environment and then analyzed using content analysis, which is one of the qualitative research techniques. Based on the answers given by the managers, which hotel business incorporates which contemporary management approach has been compared, interpreted and tabulated.

Hotel businesses participating in the interview were expressed in letters as they did not want their names to appear clearly in the study. The hotels interviewed respectively; it has been named as hotel A, hotel B, hotel C, hotel D, hotel E, hotel F, hotel G, hotel H, hotel K and hotel L. These symbols are used in the findings section.

## **4. RESULTS**

Six of the hotels participating in the study are located in Ankara, 2 in Antalya, 1 in Muğla, and 1 in İstanbul. Six of the hotels are five-star and 4 are four-star. Five of the hotels participating in the study are operating internationally, while 5 are operating at the national level. Eight of the hotels are chain hotel operations and, 2 are not chain hotel operations. The interviewees are people who are in the managerial position of the hotel establishments. Information about the hotels participating in the study is available in Table 1.

**Table 1. Information about Hotels Participating in the Research**

	<b>Hotel Location</b>	<b>Star Rating of the Hotel</b>	<b>International Hotel</b>	<b>Chain Hotel</b>	<b>The Task of the Interviewee</b>
<b>Hotel A</b>	Ankara	4	Yes	Yes	General Manager
<b>Hotel B</b>	Ankara	5	Yes	Yes	General Manager
<b>Hotel C</b>	Ankara	5	Yes	Yes	General Manager
<b>Hotel D</b>	Ankara	4	No	Yes	Front Office Manager
<b>Hotel E</b>	Ankara	4	No	No	General Manager
<b>Hotel F</b>	Antalya	4	No	No	Purchasing Manager
<b>Hotel G</b>	Antalya	5	No	Yes	General Manager
<b>Hotel H</b>	Ankara	5	No	Yes	General Manager
<b>Hotel K</b>	Muğla	5	Yes	Yes	Front Office Manager
<b>Hotel L</b>	Istanbul	5	Yes	Yes	Sales and Marketing Manager

The level to which the hotels interviewed apply their contemporary management approaches is shown in Table 2 comparatively.

**Table 2. Findings on The Rates of Use of Contemporary Management Approaches in Hotels**

	Hotel A	Hotel B	Hotel C	Hotel D	Hotel E	Hotel F	Hotel G	Hotel H	Hotel K	Hotel L	Average
<b>Total Quality Management</b>	4	5	5	5	3	3	2	5	4	5	<b>4,1</b>
<b>Management by Objectives</b>	3	3	3	5	1	1	2	5	4	5	<b>3,2</b>
<b>Network Organizations</b>	5	5	5	1	1	1	2	4	5	5	<b>3,4</b>
<b>Outsourcing</b>	4	5	5	5	5	5	5	5	1	5	<b>4,5</b>
<b>Benchmarking</b>	3	5	5	3	5	5	5	5	5	5	<b>4,6</b>
<b>Workforce Empowerment</b>	4	4	5	4	3	5	1	5	5	5	<b>4,1</b>
<b>Learning Organizations</b>	4	4	5	5	3	1	2	5	4	4	<b>3,7</b>
<b>Institutionalization</b>	5	5	5	5	1	1	4	5	5	5	<b>4,1</b>
<b>Reconstruction</b>	5	5	5	5	1	2	5	5	4	4	<b>4,1</b>
<b>Intellectual Capital</b>	5	4	5	5	1	1	1	5	5	5	<b>3,7</b>
<b>Average</b>	<b>4,2</b>	<b>4,5</b>	<b>4,8</b>	<b>4,3</b>	<b>2,4</b>	<b>2,5</b>	<b>2,9</b>	<b>4,9</b>	<b>4,2</b>	<b>4,8</b>	

The scoring ruler created according to the findings obtained is given in Table 2. According to the table, decisive scoring on the availability and applicability of contemporary management approaches in the research sample; "1: Very weak, 2: weak, 3: Medium, 4: Good, 5: Very good". Points were classified as "1" points lower level, "2 and 3" points were considered intermediate level, and "4 and 5" points were considered high level. In the hotels interviewed, the level of applying contemporary management approaches was evaluated on a score of "1" for hotels with a level of beginner level.

Approaches with an average of 4 and above when table 2 is examined; total quality management, outsourcing, benchmarking, institutionalization, and reconstruction. These contemporary management approaches are considered to have a high level of availability and applicability on the hotels examined. Approaches with an average of 2 and 3; management by objectives, network organization, learning organizations, intellectual capital. It is seen that it has a intermediate presence and applicability over hotel enterprises that implement these contemporary management approaches. In this study of four- and five-star hotel businesses, there was no contemporary management approach with an average of 1.

According to the findings, hotels with total quality management between 4 and 5 points; hotel A, hotel B, hotel C, hotel D, hotel H, hotel K, and hotel L. Hotels with 2 and 3 points; Hotel E is hotel F and hotel G. There is no hotel with 1 point that implements total quality management. In this

context, it is seen that total quality management has a high level of presence and applicability in 7 hotels and a medium level in 3 hotels.

Hotels in the range of 4 and 5 points in management by objectives; hotel D, hotel H, hotel K, and hotel L. Hotels that apply in the range of 2 and 3 points; hotel A, hotel B, hotel C, and hotel G. Hotels with 1 point are hotel E and hotel F. Management by objectives has been found to have a high level of availability and applicability in 4 hotels, intermediate in 4 hotels, and low level in 2 hotels.

Hotels that apply the network organization approach between 4 and 5 points; hotel A, hotel B, hotel C, hotel H, hotel K and hotel L. There is no hotel with 3 points. The hotel with 2 points is the hotel G. Hotels with 1 point are hotel D, hotel E and hotel F. While it is seen that the network organization approach is applied at a high level in 6 hotels and at a moderate level in 1 hotel, it is seen that it has a low level of presence and applicability in the other 3 hotels.

Hotels in the range of 4 and 5 points in outsourcing; hotel A, hotel B, hotel C, hotel D, hotel E, hotel F, hotel G, hotel H, and hotel L. There are no hotel establishments with 2 and 3 points. The only hotel with 1 point is hotel K. While 9 out of 10 hotels are considered to have a high level of availability and applicability in outsourcing, only 1 is considered to have a low level of availability and applicability.

Hotels with 4 and 5 points in benchmark studies; hotel B, hotel C, hotel E, hotel F, hotel G, hotel H, hotel K, and hotel L. Hotels with 3 points are hotel A and hotel D. There are no hotel establishments with 2 and 1 points. It is seen that 8 of the hotels perform the comparison studies at a high level, while 2 have intermediate availability and applicability.

Hotels that apply the employee empowerment approach between 4 and 5 points; hotel A, hotel B, hotel C, hotel D, hotel F, hotel H, hotel K, and hotel L. The hotel with 3 points is the E hotel. There is no hotel business with 2 points. The hotel with 1 point is the hotel G. It is seen that 8 of the hotels have a high level, 1 hotel is medium level, and 1 hotel is lower level employee have the presence and applicability in the concept of empowerment.

Hotels with a learning organizations approach between 4 and 5 points; hotel A, hotel B, hotel C, hotel D, hotel H, hotel K, and hotel L. Hotels with 2 and 3 points are hotel E and hotel G. The hotel with 1 point is the hotel F. In the learning organizations approach, 7 hotels are high level, 2 hotels are medium level, and 1 hotel is low level availability and applicability.

Hotels that carry out their institutionalization efforts between 4 and 5 points; hotel A, hotel B, hotel C, hotel D, hotel G, hotel H, hotel K and hotel L. There is no hotel business with 2 or 3 points. The hotels with 1 point are the E hotel and the F hotel. It is thought that 8 hotels have the existence and applicability of institutionalization at a high level, while 2 hotels have the existence and applicability of institutionalization at a low level.

Hotels that apply the concept of reconstruction between 4 and 5 points; hotel A, hotel B, hotel C, hotel D, hotel G, hotel H, hotel K, and hotel L. There is no hotel business with 3 points. The hotel establishment with 2 points is the F hotel. The hotel establishment with 1 point is the E hotel. While 8 of the hotels included in the research have a high level of reconstruction availability and applicability, 1 hotel has a medium level, and 1 hotel has a low level of availability and applicability.

Hotels that apply the intellectual capital approach in the range of 4 and 5 points; hotel A, hotel B, hotel C, hotel D, hotel H, hotel K, and hotel L. There are no hotel establishments with 2 and 3 points. Hotels with 1 point are hotel E, hotel F, and hotel G. The approach to intellectual capital

is seen to have a high level of availability and applicability in 7 hotels, while 3 hotels are thought to have a low level of availability and applicability.

**Figure 1. Rates of Hotels Implementing Contemporary Management Approaches**

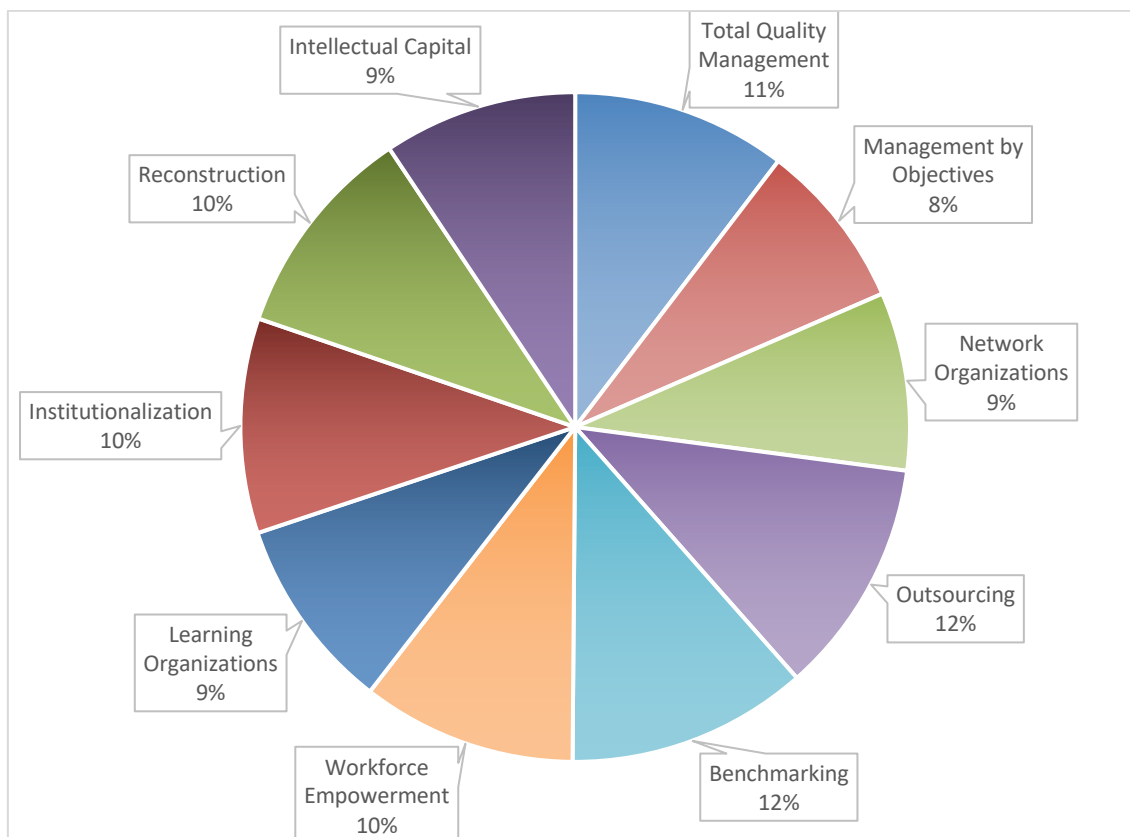


Figure 1 provided the levels at which hotels apply contemporary management approaches. According to Figure 1, it is seen that hotels apply the most outsourcing and benchmarking approach. These approaches are at level of 12%. Then, total quality management with 11%; workforce empowerment, institutionalization, and reconstruction with a rate of 10%; network organizations, learning organizations, and intellectual capital come with %9. It has been determined that hotels apply management by objectives approach lowest purposes which is 8%.

**Figure 2. Rates of Use of Contemporary Management Approaches of Hotels**

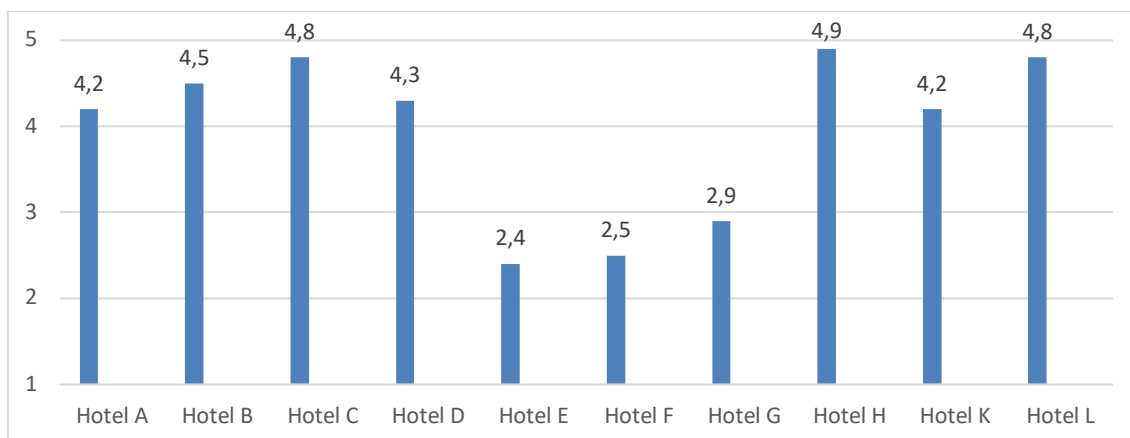


Figure 2 provided the usage rates of contemporary management approaches of the hotels participating in the research. Accordingly, contemporary management approaches are applied to H hotel with 4.9 average, C and L hotel with 4.8 average, B hotel with 4.5 average, hotel D with 4.3 average, A and K hotel with 4.2 average, G hotel with 2.9 average, F hotel with 2.5 average, and E hotel with 2.4 average.

Hotel A, which participated in the research, applies total quality management, network organization approach, outsourcing, workforce empowerment, learning organizations, institutionalization, reconstruction, and intellectual capital at a high level from contemporary management approaches. It carries out management by objectives and benchmarking at intermediate level. Among the hotels examined, hotel A has the presence and applicability of most contemporary management approaches, while it has difficulties in management by objectives and benchmarking understandings according to purposes.

Hotel B included in the research; it carries out all approaches at a high level, except for the management by objective according to objectives, which is one of the contemporary management approaches. The understanding of management by objectives is applied at the medium level. Among the examined hotels, B hotel is considered to have a high level of presence and applicability in most of the contemporary management approaches, while it has difficulties in realizing the management approach according to the objectives compared to other approaches.

As seen in the Table 1, hotel C, which participated in the research, is considered to have a high level of presence and applicability of total quality management, network organization, outsourcing, benchmarking, employee empowerment, learning organizations, institutionalization, reconstruction, and intellectual capital, which are among the contemporary management approaches. As a result of the analyzes made in hotel C, the rate of implementation of the management by objectives approach was determined as medium level.

It was determined that the total quality management, management by objectives, outsourcing, workforce empowerment, learning organizations, institutionalization, reconstruction, intellectual capital at the highest level; benchmarking at the intermediate level, and network organization approach at the lower level, which are among the contemporary management approaches in the D hotel in the research.

E hotel participating in the research; outsourcing and benchmarking studies, which are contemporary management approaches, are at a high level; while total quality management, workforce empowerment and learning organizations were intermediate, it turned out that they had and management by objectives, network organization, institutionalization, reconstruction, and intellectual capital at a low level. Among the hotels examined, it applies most contemporary management approaches at a low level.

F hotel included in the research; outsourcing, benchmarking studies, and workforce empowerment have a high level, total quality management and reconstruction at a medium level and management by objectives, network organization approach, learning organizations approach, institutionalization studies, and intellectual capital at a low level of availability and applicability.

G hotel included in the research; it carries out all approaches at a high level, except for the management by objective according to objectives, which is one of the contemporary management approaches. The understanding of management by objectives is applied at the medium level. Among the examined hotels, G hotel is considered to have a high level of presence and applicability in most of the contemporary management approaches, while it has difficulties in realizing the management approach according to the objectives compared to other approaches.

H and L hotels participating in the study have a high level of availability and applicability of all contemporary management approaches. It is considered that H and L hotels can achieve a sustainable competitive advantage in an increasingly competitive environment with the impact of globalization by applying all modern management approaches.

While the K hotel included in the study has a low level of availability and applicability in outsourcing, it is seen that it has a high level of availability and applicability in all other contemporary management approaches. Although it is an international hotel, it is noted that it may have difficulties in its implementation processes due to its low level of outsourcing.

## **5. CONCLUSION, DISCUSSION AND RECOMMENDATIONS**

Due to the increasing competitive environment, hotel enterprises have turned to contemporary management approaches. This study was carried out to determine the extent to which four- and five-star hotel businesses are implementing contemporary management approaches. In line with the findings obtained, the conclusion and recommendations obtained about hotel enterprises can be listed as follows:

It was determined that the majority of hotel enterprises in the working group applied modern management approaches at a high level. However, it has been observed that some hotel enterprises apply contemporary management approaches at medium and low level. It can be supposed that this situation is caused by the fact that they are not an international chain hotel business and do not have sufficient knowledge of contemporary management approaches.

For hotel enterprises that implement the total quality management approach at a medium and low level, first of all, changing the mindset in senior management should be moved away from the classical management approach, develop their vision and missions as a more human-oriented approach, continuously improve the quality within and outside the organization by keeping the customer in the forefront with the inclusion of all employees in the process, not keeping mistakes to a minimum size, it is necessary to spread the whole organization by making it a way of thinking about making no mistakes, to improve the competencies of the employees by providing quality trainings within the whole organization, and to adopt the principles of total quality management by all employees. When total quality management is applied at the highest level in hotel enterprises, it provides advantages such as reducing costs by minimizing wastes, gaining competitive advantage, increasing customers' loyalty to enterprises and ensuring preference continuity, raising quality awareness within the enterprise, maximizing customer satisfaction, adapting quickly to developments, and carrying out processes correctly and positively.

Recommendations can be presented for hotel enterprises that apply the management by objectives approach at a medium and low level, take into account the objectives of the employees of the organization when determining their objectives, ensuring their personal participation in the organization activities, agreeing on the objectives, including the employees of the organization in the management meetings, sharing the decisions taken in the meetings with all business employees in a clear and understandable manner, hanging information boards in the common areas of employees for this sharing (such as dining hall, dressing room), ensuring the participation of all departments in the meetings taking place, and explicitly stating the expectations of subordinates and superiors from each other.

B hotel included in the research; it carries out all approaches at a high level, except for the management by objective according to objectives, which is one of the contemporary management approaches. The understanding of management by objectives is applied at the medium level. Among the examined hotels, B hotel is considered to have a high level of presence and applicability in most of the contemporary management approaches, while it has

difficulties in realizing the management approach according to the objectives compared to other approaches.

Among the hotels examined, it is seen that the hotels apply the outsourcing at a high level and a low level. High-level outsourcing allows hotel businesses to focus and develop their core capabilities, especially by outsourcing jobs that are outside of their core talent. Thanks to outsourcing, businesses can have a flexible structure and thus adapt more easily to the changing environment. In particular, its financial benefits make outsourcing attractive. If a business has decided to outsource, the business must first analyze itself. Then outsourcing strategies should be determined. The other most important point is the choice of supplier. Boundaries with suppliers should be carefully determined, and the choice of suppliers should be taken care of so that self-abilities are not lost and a new competitor is not acquired. In particular, the creation of a culture structure compatible with the service provider is important for the smooth progress of outsourcing. Enterprises that apply outsourcing at a lower level adapt more difficultly to the changing environment due to technological developments and increase the costs of the enterprise.

Benchmarking refers to continuous learning and self-renewal for businesses. It is seen that the hotel enterprises examined grant importance to the comparison studies. Benchmarking efforts are important for reasons such as increasing competitiveness and ensuring that the business has a renewable structure. Businesses can carry out their comparison studies with businesses from the same sector around them, as well as with organizations that are successful and in different sectors. It is possible to say that hotels that carry out high level of comparison studies are hotels that aim to continuously improve, close their shortcomings and have high customer satisfaction. Hotel enterprises carrying out moderate benchmarking studies should prefer their benchmarking efforts in order to increase the chance of competing, to provide customer satisfaction and to have the opportunity to innovate within the organization due to the changes caused by increasing globalization. In order to get the highest efficiency from benchmarking studies, continuity must be required, so once include benchmarking studies, it means that the enterprise cannot get a high level of efficiency from these studies. With benchmarking studies, which are one of the modern management approaches, enterprises will be able to realize innovations integrated with the changing environment.

Various incentive methods in order to create a dynamic structure within the organization for hotel businesses that implement employee empowerment at medium and low levels. As an example, it is recommended that the employees be subject to continuous development in various areas within the social and organization, providing a suitable working environment and salary, and balancing employee authorities by keeping them in the right proportion with their skills. It is recommended for businesses that implement employee empowerment at a high level to apply their job definitions meticulously and clearly in order to avoid confusion and situational crisis and conflicts during the delegation of authority.

For hotel businesses that apply the learning organizations approach at medium and low levels, each individual should participate in the learning and development process in order to increase productivity and increase performance within the organization. When faced with any problem that may arise or an event that has not been encountered until the current situation, it is necessary to give importance to all members of the organization to comment on the solution process and to solve the problems by presenting different perspectives. Organizational behaviors that are constantly researched and changed in line with the information obtained will provide an advantage to businesses. A systematic and easy-to-understand communication environment should be provided and all members of the organization should participate in the learning process as much as possible. Individuals who are in the organization and have a managerial

position should encourage all members of the organization to learn and develop. It is recommended for businesses that apply the learning organizations approach at a high level, to maintain a clear and understandable communication network with a transparent structure and to constantly control the members of the organization. If the accuracy and suitability of the obtained information is not checked, businesses that implement the learning organization approach will not be able to prevent the learning of erroneous or incorrect information. As a result, disruptions and conflicts will occur within the organization.

When the findings of the study are examined, it is seen that the majority of hotel businesses use the institutionalization approach at a high level. Since hotel businesses carry out the institutionalization process within their own structure, they are actually affected by the harmony of internal and external stakeholders in this process. Therefore, some fluctuations can be seen in institutionalization over time. Hotel businesses, which form a systematic structure by showing a tendency to institutionalization, should be able to respond to these changes by having a dynamic structure at the same time in order to compete in the constantly changing and developing environment. The systematic structure to be provided by institutionalization should be supported in line with the needs and vision, together with the dynamism it will add to the business. In order to incorporate the institutionalization approach, hotel businesses need to establish an effective communication between employees, delegate authority when necessary, have division of labor and specialization in the business, build systems that can meet the needs of their customers, achieve long-term success by strengthening customer relations, realize their visions, have the right resources and capacity. It is necessary to use these perspectives more effectively in order to develop the business by using these perspectives at every stage of business management with a strategic point of view.

Hotel businesses, which apply the restructuring approach at low and medium level, should determine the existing situation in the organization by making a SWOT analysis when starting the restructuring practices and they should create a plan for what can be done to do the work better and quality in the organizational structure, work chart, process of the work, human resources behaviors and physical conditions. While going through the restructuring process, they can make the management of the process more effective by getting support from scientific methods by using external resources (consulting firms, professionals, universities, etc.). Hotel businesses, which are in the process of restructuring, should convey their job descriptions to employees in a clear and understandable way. Employees whose job descriptions, work flow charts, and authority charts are clarified will find their tasks more meaningful and will be aware of what powers and abilities they should have. As a result of the research, it is seen that the hotel businesses that implement the restructuring processes provide the competitive advantage of using the technologies developed thanks to the restructuring in their businesses, reaching the customers more quickly with less cost, providing customer satisfaction and shortening the work times.

It is seen that the majority of hotel enterprises examined attach importance to the approach of intellectual capital. It is observed that the relations with human resources, customers, and their environment are highly valued in hotel enterprises carrying out a high level of intellectual capital approach, that they have knowledge and values that will give them an advantage in the sector, that they carry out loyalty and satisfaction studies for their employees, that they have intellectual rights values specific to the enterprise, that they carry out R&D studies frequently and that they aim to continuously develop in this regard by giving importance to the IT infrastructure. Hotel enterprises that carry out intellectual capital studies at a low level must have an intellectual right (such as patents, copyrights, computer software, trade secrets, license agreements) as a priority in order to make a difference to themselves in the sector. In order to increase their competitiveness



and improve their quality level, they should pay attention to it infrastructure studies and carry out R&D studies continuously. They should pay attention to trainings in order to improve the technical knowledge and work characteristics of the workers. The entrepreneurial, competitive, creative thinking, comprehension, analytical and conceptual thinking, teamwork and self-confidence of the workers should be supported by the trainings to be given.

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**APPENDIX: INTERVIEW FORM**

1. Who determines the main goals, objectives and strategies of your enterprise?
2. Which employee levels are included in the studies carried out in this direction in your organization?
3. By what methods are these plans determined?
4. What is the level of participation of your employees in the decision-making process in your company?
5. Who determines the performance and responsibilities in your enterprise?
6. Do you get help from professionals during performance appraisal?
7. Do you periodically carry out employee satisfaction studies?
8. How often and to what extent do you involve lower level managers and, if necessary, your employees in management processes and decisions?
9. Do you share your goals, objectives and practices with your lower level management and employees?
10. Do you have special values and information that give you an advantage in the sector and make you different from other businesses?
11. If your answer is yes; what features do you have that sets you apart in the industry?
12. Do you have qualifications and promotion criteria/systems (for recruitment, employment and quitting)?
13. Do you work on the commitment and satisfaction of your employees?
14. If your answer is yes; what methods do you use? Are these methods scientific? Do you get outside professional help in this regard?
15. Do you have values in intellectual property such as license, copyright, patent, design?
16. How often do you carry out your R&D studies?
17. Do you give importance to IT infrastructure? Are you making investments in this regard?
18. Are the assets of your business that are invisible and not included in the financial statements important to the business?
19. For which aspects does your business prefer outsourcing?
20. Does outsourcing affect operational efficiency and employee productivity? If so, in what ways does it affect?
21. What difficulties does your business face in outsourcing?
22. What were the effects of the long-term outsourcing on your business?
23. In which aspects do you conduct benchmarking studies in order to move your business forward?
24. Does your business conduct benchmarking studies or do you get outside help? If you are getting professional help, which company do you work with and what kind of comparison study do you conduct?

25. In which aspects does your organization have the most difficulties while carrying out internal or external benchmarking studies? And why?
26. What is the working strategy of your business in order to adapt and survive the changes in the technological, economic and social fields that occur within the business?
27. How do you define how to learn the service, creativity, systematic thinking and openness in your business?
28. What kind of activities do you carry out to increase the learning ability of your employees, including top managers in your business?
29. What is the level of participation of the employees in the solution and decision processes in your organization? Do only the relevant unit or all the members of the organization participate in the solution and decision process in the solution of a problem?
30. What is the level of sharing the knowledge, skills and experiences, managerial decisions and practices gained in the trainings held within your organization with the employees?
31. What kind of studies are carried out in your organization on the sharing of information by the management, both with all employees and among employees? (For example, separate training and ongoing meetings)
32. Before the personnel is assigned to a job within the enterprise, do you conduct a preliminary research, study and evaluation on the suitability of the task for that personnel?
33. Decisions taken within the enterprise, plans and targets for the future, with whom are they shared, to what extent are they shared, and by what method?
34. What are the methods and rules you follow in determining which personnel will be assigned which task when assigning?
35. What kind of a way is followed in your company in order to harmonize the efforts to strengthen the personnel with the organizational culture?
36. To what extent can lower, middle level managers and all your employees make independent decisions about their fields and work in your company, what are the limitations and freedoms?
37. When your employees are given similar jobs, what incentives are given to motivate them to work as a team spirit?
38. After the manager assigns and authorizes his subordinate to do a job that belongs to him, how is the responsibility distributed or to whom does it belong in case of any problem or negativity?
39. Is it possible for the employee to have experience in different positions outside the field of expertise in the enterprise? Among which departments is this practice frequently performed?
40. When you feel a lack of motivation on employees in your business, do you have methods and practices that you use to repair it? If so, what are they?
41. Are the employees in your business experts in their field? While the work and transactions are carried out by the employee, is the balance of duty, authority and responsibility determined on the basis of expertise?
42. Is there an administrative work commission/group/team or unit that examines the annual activity reports, determines the negative, deficient or faulty aspects of your organization and works to correct and improve them? If not, how do you provide such inspections and studies?

43. How is your organizational chart? In the process of assigning a job in a department, are job descriptions clearly stated to the employees by whom and where the job will be done, how it will be done, with what authority and responsibilities it will be fulfilled?
44. Is the continuity and sustainability of the business affected when the top managers or department managers are not/cannot be on duty for some reason in your organization's working system? Is there a malfunction in the operation?
45. Do you have a written document that includes the vision and mission of the business, the general and specific objectives of the business, and all the rules regarding business and operation?
46. What kind of work do you carry out to strengthen personal development, team building activities and organizational culture in order to create an effective and healthy communication system among employees, which are among the important responsibilities of the senior management?
47. What are you doing to make a difference and to be preferred in dynamic markets that appeal to global customers, according to what customers want, which are usually online today? In addition to this, what are the studies you do to keep up with the innovations and stay up to date?
48. While revealing the service you produce, do you come together with other companies specializing in different business lines? If so, which business lines do you prefer?
49. Do you make long-term cooperation with more than one company while producing services? Or are your collaborations short-lived? What are your job preferences in terms of duration?
50. Are you working within a leading company?
51. How do you purchase the materials you use while producing services? Are you purchasing through an intermediary or individually?
52. Which of the following features is most important to you while you build trust with the businesses you cooperate with? Why? (To be competent in its job, to be consistent in its behavior, to be loyal and honest with you, to be open to sharing its knowledge and information? )
53. Does your business organize quality training programs for employees in the quality improvement process?
54. What do you think about long-term employment?
55. Do you have a pre-prepared plan, program and work team to implement it for possible negative situations?
56. What methods are used to evaluate the quality of goods and services in your hotel? Are these methods scientific methods? Do you receive professional service in this regard?
57. Do you use quality groups, quality improvement groups, quality circles in your planning and operational studies? Do you have quality certificates? (If yes, which certificates do you have?)
58. How often do you carry out studies to identify and evaluate the strengths and weaknesses of your business? (If yes, how are the results interpreted and implemented?)
59. Would you like to change the rules and institutional structure in your business, and in addition to this, change the understanding, thinking and behavior patterns? (If yes, why and with what methods do you perform it and do you use scientific methods?)
60. Which value-added activity do you adopt as a priority when you decide to restructure your business? (For example, reducing costs, seeking opportunities to find new resources, gaining competitive advantage in the market, etc.)

61. In times of crisis that may be experienced throughout the country or the world, businesses may go through some changes in order to be affected by the negative results at the lowest level. In this context, what kind of change strategies have you implemented within the scope of your business in the Covid-19 pandemic crisis?