MANAGEMENT AND QUALITY OF SERVICES IN PRISTINA'S HOTELIER INDUSTRY

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ABSTRACT

Management of tourism hotel industry and especially the quality of services in hotel industry are important and successful factors of business. The concept of quality of service is essential if we wish to understand the genesis of service quality and potential gaps in quality. The purpose of this paper is to show the importance of service quality in the hotel industry from the standpoint of conceptual and description attributes influencing this quality.

Today to manage the industry of tourism and hotelier in a more efficient and effective way means to take a step towards the country's economic growth, boost employment at satisfactory levels and welfare of the population. This management is a positive publicity for the country and attracting tourists who bring more income and new social and cultural cooperation.

Key Words: Quality, Tourist Production, Service, Guest-Tourist, Resort Entity, Total Quality Management.

1. INTRODUCTION

Hotelier and tourism have already been affirmed as typical phenomena of today's civilization. Development of tourism and hotelier play an important role in the economic development of every country, in particular the Municipality of Prishtina which also has an impact on the overall economy of Kosovo. Therefore, one of the main segments that characterizes the Municipality of Prishtina is tourism and hotelier. Tourism and hotelier in Prishtina, are considered as interconnectors among wide spectrum of economic and non-economic services and production activities.

What is predicted in the future is to further increase the rate of interest for these phenomena by the public society, private companies, associations, social institutions, and this is because of the effects of powerful economic, social, psychological and recreational impacts that are carried on by tourism and hotelier. Therefore, the most desirable areas usually are coastal places, mountains or cities with a special history. Tourism together with hotel activities are seen as intensive development activities with high economic impacts. Based on analysis done for international tourism it shows that there are many forms and models of development in terms of administration that are reflected with advantages or disadvantages, but in general they define specific policies and programs for running this important economic branch.

2. THE IMPORTANCE OF QUALITY SERVICE IN HOTELIER INDUSTRY

Tourism is one of the main reasons for the creation and management of hotels. Countries in transition such as our country are giving utmost importance to tourism having in mind that climatic conditions and beautiful tourist areas are not scarce and the should necessarily be used. Tourism and Hotelier are in a mutual relationship because where there are tourist areas there also should be hotels. A good management of the Hotelier means a service with the highest quality and indirectly a large number of tourists satisfied with the service provided and the fulfillment of their desires. To manage a hotel presents different difficulties and satisfactions which should be balanced to achieve a maximum service. A good management is difficult to be assessed in a short period of time because it should elapse long process of service delivery, consumption, and finally listen

customer views for the services provided, their satisfaction and dissatisfaction. Their satisfaction is in direct proportion to the good or bad management of the hotel.

In another point of view, it also should be studied the carefulness that shows the management sector to provide the requested service and the procedures it follows to achieve the desired result. The main manager should take care for all desires expressed or not expressed by customers, ask employees who are in direct contact with them for ideas and thoughts they represent, he/she should create motivation spirit to the team dealing with customer service because only in this way profitability at work can be increased.[1]

A good manager, one day per year or even more often behave as a client seeking to spend a night in the hotel (in this case in the hotel where he/she works) to try himself/herself the quality of service and deficiencies that may exist, same practice as the top level manager of Disney Land each year behaves like an ordinary customer and also serves customers in every stage of the work. Hotelier tourism management requires a special attention therefore the following chapters will describe each thole component and the process to be followed to reach the final result: high-quality service and maximum customer satisfaction.

The predominance of the services sector today is confirmed that 70% of the world's GDP[2] is realized in the service sector. The same sector accounts 70% of the workforce worldwide. This fact shows the importance of the service sector in the economy of a country occupying a high percentage to GDP. A country that seeks economic growth must invest in the improvement of this sector which is very important and essential. One of the sectors with the largest share is the hotel industry, considered as the main representative of the service industry.

Benefits derived from a high quality are reflected not only in a more competitive position in the market, but even in a better result of business. This fact can be verified in a larger scale by measuring the increase of profitability and market share showing that what changes occur if actions to improve the quality of service are taken. Results of a study in the "USA" conducted

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[1] Dr. sc. Gržinić, Jasmina, 'Concepts of service quality measurement in hotel industry', Page.2, 2008
[2] Gross domestic product.

between1987 and the 2002 to a sample of 2,600 companies in different states and cities show a direct connection between the level of quality of goods, services and their financial indicators. From this study it was observed that indicators of the success of a company such as market share, return on investment, the coefficient of turnover and profitability show higher values in companies with a higher level of quality goods and services.[3]

2.1. Knowing the basic customer requirements for building a quality service

To ensure and maintain the quality expected by today's customers or tourists, in general we must distinguish two main aspects of quality by showing special attention to tourism. This relates directly to research that conducts this industry in order to know requirements and desires of customers in that way to ensure a basis for providing a quality service: quality design and the quality in accordance with the design.[4]

Quality of design is a concept that implies presentation of products or services according to the needs and desires of customers. Hotel industry can satisfy customer requirements or tourists only if they are included in its design, i.e. in order to achieve this its requirements should be included in the products and services offered by the hotel. Hotels conduct research or market research in order to know how their clients are and pay special attention to their requirements.

The quality of compliance with project design completes the first aspect because it represents the level at which the product or service meets or not the requirements of this market. Quality represents the fulfillment of customer needs and to achieve this they should be known to them at any time through a continuous research in the market if the needs or desires of customers have changed or have remained as before. Such an approach will ensure tracking continuous improvements in accordance with their requirements.

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[3] Grove S.J., dhe R.P. Fisk, 'The impact of other customers on service experiences: a critical incident examination of getting along', Fq. 63-85, Journal of Retailing, 73, 1997

[4] Oakland, J. S., op. cit., Fq. 10, in: Tourism and hospitality management, no. 1., Faculty of Tourist and Hospitality Management Opatija, Opatija.

Effectiveness of the quality system as a whole is possible only if monitoring and analysis of potential customer requirements are implemented periodically, and also by setting and controlling the process of the quality and implementation of improvements.

Constant quality is a complex term, made up of several elements and other criteria. All the elements of quality or criteria are equally important in order to receive 100% quality. If one element of quality is missing, total quality of a product or service is impossible to be achieved.

Nowadays, the result of increased quality is more and more focused on different needs and desires of customers, along with the growing level of competition, market globalization and development modern technology. Problems on measuring the quality of service arise from the lack of clear and measurable parameters for determining the quality. This is not the case of defining the quality of product because their quality is easier to be studied due to specific and measurable indicators they have such as: sustainability, the number of damaged products and similar, which make relatively easier the study to determine the level of quality.

2.2. Service characteristics compared to those of the product

Inability to separate production from consumption and inability to preserve services implicitly include a simultaneous production and consumption, which is characteristic for most services. Since the beginning, services are ideas or concepts rather than objects, they cannot be seen in the same way as production products and therefore are characterized as immaterial. Production products are tangible and services not (we cannot touch the service offered in a hotel, although we may feel results of this service). All that was explained above can be summarized in three main points.[5]

- Services are often produced and consumed at the same time and we cannot protect them

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[5] Prof. Panariti, Suzana, Operations Management, Chapter I 'Introduction to operations management' Page.8, University of Tirana, 2008

- Services are unique and it relates to the needs and specifications of each and everyone that service are being offered. Each hotel has its own specifications how it provides a service and is different from another.
- Services have a high interaction with clients and cannot be standardized or automated. In a hotel, the basis for a good quality and good service is the interaction with the customer's unique requirements.

2.3.   Measuring the quality of service in hotel industry

In order to reach a rationality, models of excellence of the business, in a way, determine if they meet or not the criteria and assess the excellence of business if it is valid or not, not only to meet the criteria set, but also in determining the level up to which the criteria is fulfilled. By analyzing the quality of service it is advisable to study a large number of potential companies who providie the same type of service[6]. As mentioned above, if a company conducts a survey and finds that the results obtained are negative, it may interpret this information wrongly and conclude that it provides services completely in a wrong way. On the other hand, when analyzing a large number of companies, it is possible to compare the data and take a real picture of the position of an individual company compared to others about the quality.

A concept called quality circle helps in measuring the quality. It is based on the belief that employees who actually do the work, instead of their managers, are those who are better able to identify, analyze and deal correctly with the problems they encounter. This idea originated in Japan in 1962. The circle of quality or otherwise of the quality circle is made up of a group of employees, usually less than ten, who perform similar work and who meet once a week to discuss their work, identify problems and present possible solutions to these problems. For example, a circle of quality can be formed among employees who deliver services to customers. Quality circles are more successful when they are part of an organization. American businesses have chosen this concept in the mid 1970s.

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[6] Denney G. Rutherford, Hotel Management and Operations, 3rd Edition, Page. 172

This concept should be extended in this hotel and tourism industry and in every other service industry because advices, ideas and opinions of employees who perform the same work are worthy to develop better performance. If ten receptionists discuss about clients they face every day, their desires, demands, grievances, behavior and other issues, they will have a more detailed information and will be easier to face certain situations and provide a service depending on customer they face.

2.4. Gaps that exist between the quality and the satisfaction of customer

The first gap that the quality service can create against the customer satisfaction in hotel industry is the gap of knowledge. It is a result of differences in knowledge management and their expectations. This gap can lead to other deficiencies in the process of quality of service and can be caused by:[7]

- incorrect Information on market research and demand analysis,

- Incorrect interpretation of information about expectations

- Lack of information about a reaction between the company and customers

- Burocratic flow of information creates this gap and sometimes modify some of the information compared to those who are in direct contact with customers.

The second gap is the standard gap. It is the result of differences between the knowledge management for customer's expectation and the process of delivering the service. This gap is as a result of:

- Error in planning or insufficient planning procedures;

- Bad planning by management;

- The lack of clearly defined goals in organization

- Senior management relies insufficiently on quality planning service.

To satisfy these hopes and desires, management can be fair in assessing customer expectations and business development methods without the need for employees to be correct in service delivery. For example, a restaurant can order the waiters to serve customers in two minutes after they sit

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[7] Dr. sc. Gržinić, Jasmina, 'Concepts of service quality measurement in hotel industry', Page.87, 2008

down. However, the waiters can ignore this rule and speak among themselves in a corner forgetting the rule.

The third gap is the gap of communication deriving when there exists a difference between the service delivered and the service that the company has promised to customers via external communication. The reasons are:[8]

- Planning of communication with the market is not integrated with services;

- Lack or insufficient coordination between traditional marketing and procedures;

- Organizational performance not in accordance with specifications

- Exaggerated tendency not in accordance with promises

Hotels try to discover "service gaps" through questionnaires and study and analyze gaps. Analysis is an essential element for managing in order to find the causes of problems related to quality and to find appropriate ways to get rid of such gaps. Therefore, four gaps are also called organizational shortcomings or internal shortcomings.

3.   HOTEL CLASSIFICATION STANDARDS IN PRISHTINA

Pristina is the capital city of the newest country in Europe, Kosovo and at the same time the largest city of Kosovo. Prishtina is known for its role of metropolitan economic development, with contemporary urbanism and efficient services and well-integrated into regional and international developments, the center for culture, education, sports etc. Preliminary results of Census 2011 show that Pristina's population reaches 198,000 inhabitants. The city has a majority of Albanian population, along with other smaller communities including Bosnians, Roma and others. Prishtina is the center for administrative, educational and cultural life of Kosovo. There is the University of Prishtina and Prishtina International Airport. Below we will present some of the most popular hotels in Prishtina, under the category of stars, with descriptions and client assessments.

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[8] Dr. sc. Gržinić, Jasmina, 'Concepts of service quality measurement in hotel industry', Page. 87, 2008

3.1. **Hotelier capacity in the Municipality of Prishtina**

The municipality of Prishtina, according to the statistics of the records of the hotels operating in this municipality, is the most visited municipality with foreign and local tourists, therefore in the development plan of the commune space, tourism has been presented as a priority for development and growth of the economy, so touristic areas for development have been separated.

Name	Capacity that offers
Hotel Swiss Diamond	Swiss Diamond Hotel has been awarded 5 Stars Price Diamond Award International by the American Academy of Science of Hotelier. Rooms are designed to offer the utmost convenience and comfort. Luxurious and elegant, wide spaces. Italian marble bathrooms decorated with the best luxury accessories, hair dryer, makeup mirror, tub and separate shower.
Hotel Pristina	"Hotel Pristina" is one of the most prestigious hotels in Pristina. With its unique architecture, originally designed, modern equipment, perfectly combines the elegance and simplicity of a neoclassical building. In order to adapt to the guests needs the hotel offers 43 rooms: 17 are standard rooms, 11 business rooms, 6 standard rooms with two beds and 9 deluxe rooms, arranged in the best possible way in order for guests to feel maximum comfort.
Hotel Begolli	Hotel Begolli features a selection of rooms and suites beautifully arranged, spread across 5 floors, an elegant hotel near the center of Pristina with a tradition of 80 years.
Hotel Sirius	Conveniently located in the center of Prishtina where guests can have easy access to all interesting places. Free Parking, Room Service, Restaurant, Bar, Room for Baggage, Pets are allowed.
Hotel Royal	Hotel Royal is a new hotel and one of the most prestigious hotels in the center of Prishtina. It is a hotel with lots of flavor and style, with a height of 5 floors and 44 rooms decorated with elegance. The hotel offers professional services for all guests. Free Parking, Room Service, Restaurant, Bar, Room for Baggage, Pets are allowed.
Hotel Silver	Hotel Silver is 30 minutes away from the International Airport of Prishtina "Adem Jashari" with a distance of 20 km and only 1 km from the center of Prishtina. Free Parking, Room Service, Restaurant, Bar, traditional cuisine.
Hotel Victory	Hotel Victory for over a decade care for many foreign and local guests, government officials and personalities who enjoy the fact that the hotel, although it is in downtown, yet it is intimate and quiet which guarantees a comfortable sleep at night and safe surroundings.

Hotel Lyon	Lyon Hotel is located 500 meters from the center of Prishtina with 24 hours reception service, restaurant and a bar. All the rooms are air-conditioned and include cable TV and a mini bar, bathroom with shower, hairdryer and towels. Breakfast is included in the price and it is buffets. City Museum of Prishtina as well as City Theatre are 800 meters away.
Hotel Ora	It is located in the center of Prishtina. Hotel Ora is only 150m away from "Mother Theresa" Square. It offers a restaurant, free parking lot and rooms (free Wi-Fi). A garden and a summer terrace for guests to relax. All rooms include air conditioning, TV and a mini bar. Each room has a private bathroom, hairdryer and toilet paper (free of charge). Some rooms also have the elegance in itself including the balcony.

Grap 1. Frequency of hotel visits in Pristina
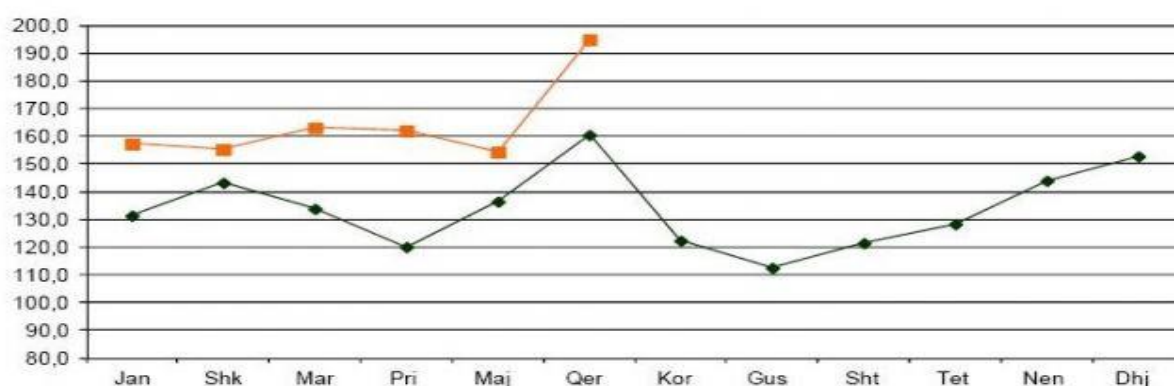
Source: Kosovo's Statistics Agency.

Table 1. Number of visitors (foreign and local) and their nights booked, for the period TM1 2008 – TM3 2015

Period	Number of visitors		Their nights booked	
	Local	**Foreigns**	**Local**	**Foreigns**
Q1 2008	4,104	4,982	4,994	10,419
Q2 2008	5,142	6,380	5,824	12,428
Q3 2008	5,663	6,519	6,542	11,629
Q4 2008	4,769	6,735	5,242	12,434
Q1 2009	8,483	9,257	9,342	14,868
Q2 2009	13,040	7,599	14,082	17,103

Q3 2009	13,183	11,445	13,426	20,525
Q4 2009	17,925	8,017	18,026	23,546
Q1 2010	13,670	7,592	14,109	16,303
Q2 2010	16,789	10,208	16,789	21,478
Q3 2010	8,648	8,775	8,664	18,433
Q4 2010	5,556	7,807	5,561	20,180
Q1 2011	11,692	5,535	11,751	11,893
Q2 2011	11,405	9,889	12,401	21,944
Q3 2011	7,806	8,249	8,746	16,017
Q4 2011	11,141	6,676	11,859	15,730
Q1 2012	10,607	5,965	10,737	11,259
Q2 2012	13,581	14,025	14,418	24,638
Q3 2012	13,613	16,117	13,657	28,016
Q4 2012	12,172	12,683	13,196	27,055
Q1 2013	10,886	12,603	12,088	19,988
Q2 2013	9,055	13,340	9,552	22,615
Q3 2013	12,421	12,673	14,065	22,426
Q4 2013	13,018	11,458	19,162	18,854
Q1 2014	10,894	12,985	11,884	20,977
Q2 2014	13,902	15,613	15,896	26,799
Q3 2014	11,573	18,159	13,936	29,572
Q4 2014	10,108	14,556	13,558	24,718
Q1 2015	13,636	16,217	19,273	26,136
Q2 2015	16,320	22,240	20,560	32,926
Q3 2015	17,463	22,877	24,520	33,317

Source: Kosovo's Statistics Agency.

In Q3 2015 the number of visitors is 40,340 visitors, 43.29% are local visitors, and 56.71% are foreign visitors, while the number of nights booked in TM 3 2015 is 57 837 accommodations, 42.40% of the accommodations are from locals and 57.60% are Foreigners.

Grap 2. Movements (trends) of visitors (local and foreigners) and their nights booked, for the   period   TM1   2008   –   TM3   2015
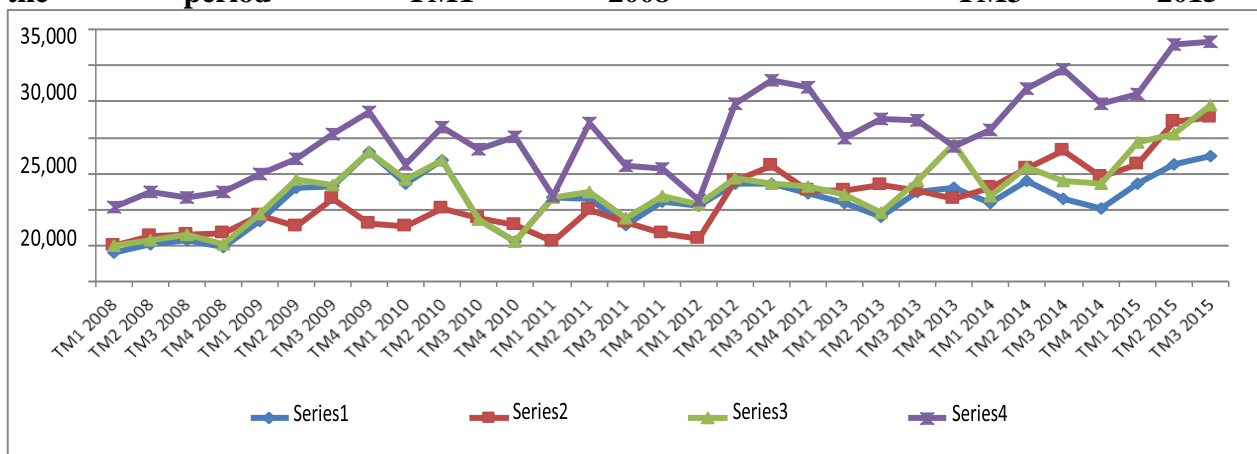
Source: Kosovo's Statistics Agency.

Grap 3. Number of visitors (foreign and local) and their nights booked on TM3 2015, compared to the same quarters of previous years (2008 – 2014)
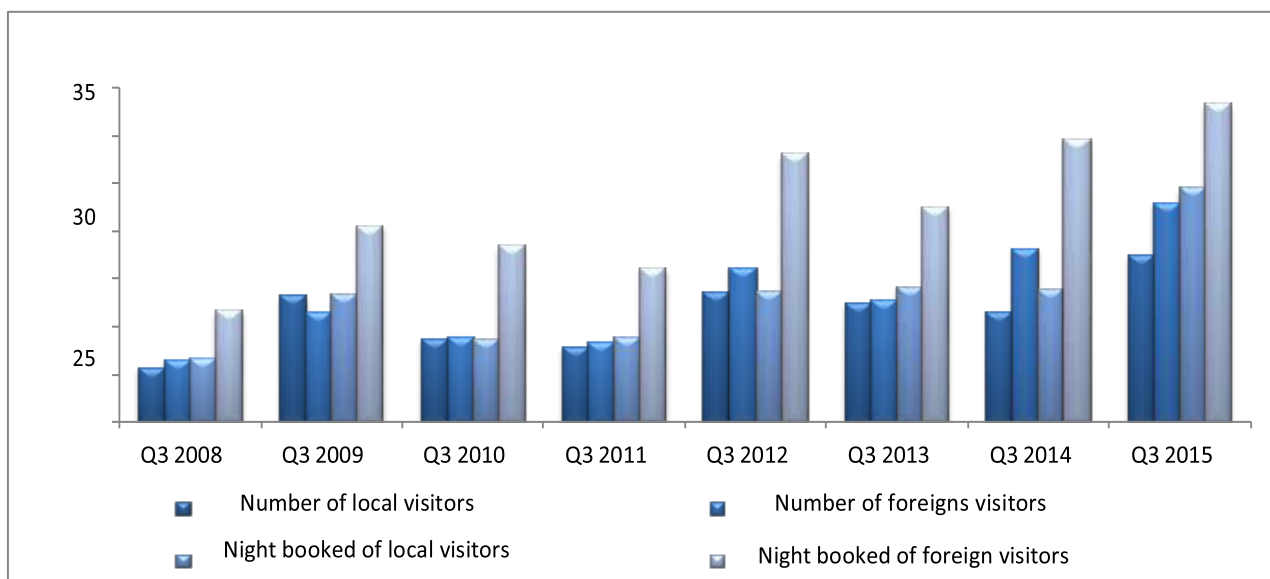
Source: Kosovo's Statistics Agency.

Table 2. Foreigns and local visitors and their nights booked by regions, for the period 2008 - 2014

ID. regions	Regions	2008 Vizitors		2009 Vizitors		2010 Vizitors		2011 Vizitors		2012 Vizitors		2013 Vizitors		2014 Vizitors	
1	Gjakova	2,263	2,529	2,240	2,895	2,031	2,324	1,640	2,030	1,597	2,434	1,517	2,072	2,062	3,736
2	Gjilan	3,152	3,466	3,210	4,181	1,976	2,400	2,251	3,101	1,937	2,731	1,718	2,364	1,552	2,081
3	Mitrovic	1,873	1,967	2,471	2,718	2,894	3,289	2,646	2,890	2,875	3,088	2,915	3,147	2,631	2,689
4	Peja	4,924	5,423	8,288	10,680	8,337	9,677	6,633	7,170	7,593	11,184	6,630	9,597	11,534	18,751
5	Prizren	3,632	4,095	4,639	5,792	4,663	9,210	5,434	6,946	6,212	7,962	8,109	10,360	8,615	11,144
6	Pristina	27,076	50,198	57,569	92,245	49,172	83,694	46,636	80,620	68,537	102,846	68,687	102,323	77,167	114,480
7	Ferizaj	1,374	1,834	10,532	12,407	9,972	10,922	7,153	7,584	10,011	12,734	5,878	8,887	4,229	4,450
	Total	44,29	69,51	88,949	130,91	79,04	121,51	72,39	110,34	98,76	142,97	95,45	138,75	107,790	157,34

Source: Kosovo's Statistics Agency.

Table 2 shows the total number of visitors and their nights booked in the regions of Kosovo during 2008 - 2014. As shown in Table 2 with the largest number of visitors in 2014, leads the Pristina region with a total of 77 167 visitors, Peja ranks second with 11 534 visitors, Prizren ranks third with 8615 visitors.

Table 3. Foreign and local visitors and their nights booked by regions, for TM3 2013, TM3 2014 and TM3 2015

Nr.identifi	Regjions	O3 2013		O3 2014		O3 2015	
		Vizitors	Nights	Vizitors	Nights	Vizitors	Nights
1	Giakovë	349	476	613	1.255	565	1.497
2	Gjilan	469	495	545	707	645	855
3	Mitrovicë	788	789	734	734	788	871
4	Pejë	2,393	4,837	3,896	5,676	9,242	13,631
5	Prizren	3,340	4,125	2,470	3,191	6,229	8,075
6	Prishtinë	16,255	24,218	20,649	31,002	21,726	31,530
7	Ferizaj	1,500	1,551	825	943	1,145	1,378
	Total	**25,094**	**36,491**	**29,732**	**43,508**	**40,340**	**57,837**

Source: Kosovo's Statistics Agency.

From Table 3, it can be seen that in Q3 2015, the largest number of visitors and their nights booked are in Pristina region, with 21,726 visitors and 31,530 nights booked.

Grap 4. Foreigns and local visitors and their nights booked, for TM3 2013, TM3 2014 and TM3 2015
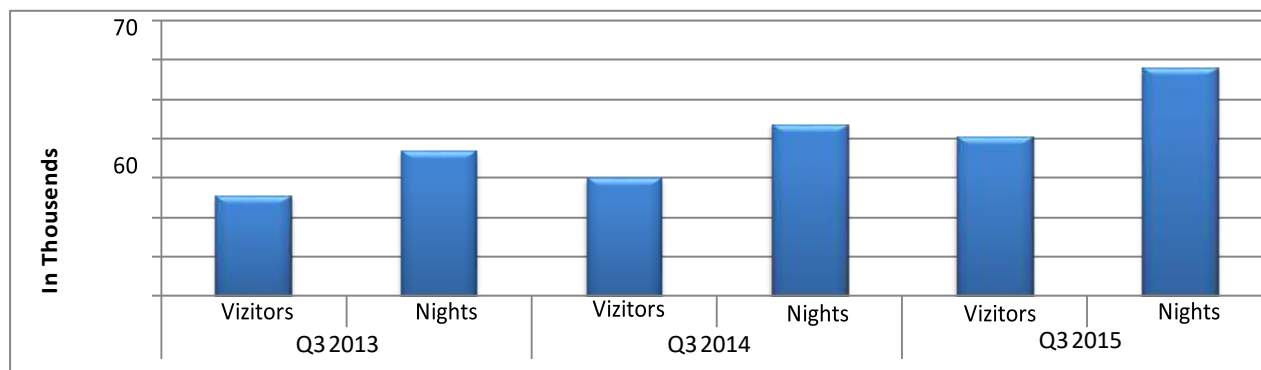
Source: Kosovo's Statistics Agency.

Table 4. Foreign and local visitors and their nights booked by regions, for the TM3 period of 2013-2015

ID. Region	Regions	Q 3 2013		Q 3 2014		Q 3 2015	
		Vizitor sd	**Night**	**Vizitor s**	**Night**	**Vizitor s**	**Night**
1	Gjakova	150	277	284	813	328	1,122
2	Gjilan	123	149	292	418	375	556
3	Mitrovica	195	196	198	198	188	214
4	Peja	603	2,642	2,240	2,945	4,982	6,325
5	Prizren	1,714	2,291	1,058	1,681	4,174	5,796

6	Pristina	9,632	16,564	13,883	23,240	12,452	18,922
7	Ferizaj	256	307	204	276	378	382
		12,673	22,426	18,159	29,572	22,877	33,317

Source: Kosovo's Statistics Agency.

As seen from the table above, the largest number of foreign visitors is concentrated in Pristina, Peja and so on.

Grap 5. Number of foreign visitors and their nights booked, for the period TM3 2013, TM3 2014 and TM3 20
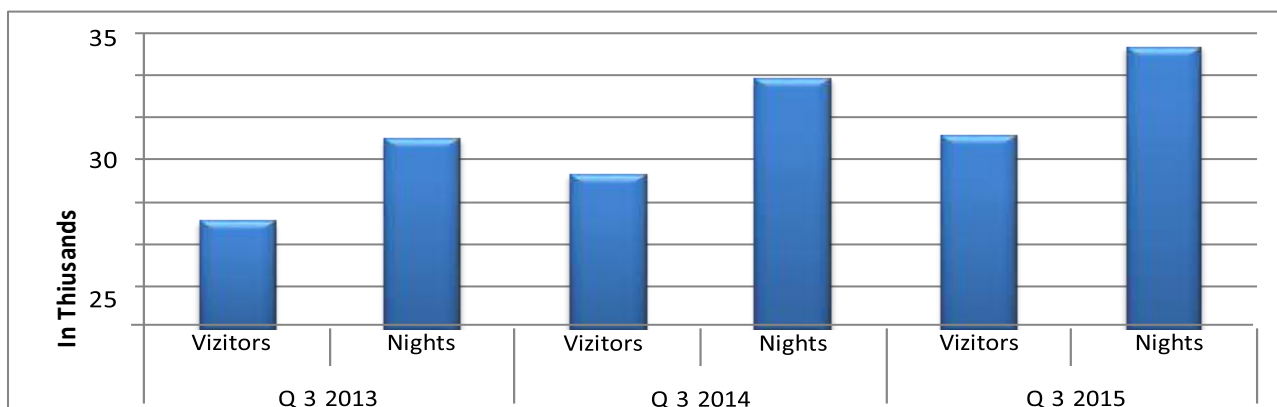
Source: Kosovo's Statistics Agency.

Tabela 5. Number of foreign visitors and their nights booked by country of origin, for the periods TM3 2013, TM3 2014 dhe TM3 2015.

Nr.	State	Q 3 2013		Q 3 2014		Q 3 2015	
		Vizitors	Nights	Vizitors	Nights	Vizitors	Nights
1	Austria	23	26	508	860	1,359	1,636
2	Belgjika	28	32	215	238	325	541
3	Bosna & Hercegovina	25	44	98	199	238	360
4	Britania e Madhe	386	568	570	1,025	631	1,038
5	Franca	239	326	274	512	359	578
6	Gjermania	1,133	1,831	1,577	2,654	1,957	3,002
7	Greqia	30	34	15	16	159	272
8	Holanda	49	61	34	60	171	299
9	Italia	965	1,467	507	935	634	1,060
10	Kroacia	516	1,142	368	743	1,787	2,057

11	MaliIZi	101	270	43	65	475	723
12	Maqedonia	195	378	379	517	840	1,367
13	Polonia	28	28	30	31	34	85
14	Serbia	208	377	347	589	551	994
15	SHBA	1,209	2,738	1,493	3,141	1,741	2,754
16	Shqipëria	2,274	3,095	2,224	3,050	4,334	5,396
17	Sllovenia	355	2,085	546	1,223	779	1,293
18	Spanja	16	20	9	9	136	221
19	Turqia	1,462	2,253	886	1,519	1,368	1,994
20	Zvicra	1,049	2,017	969	1,691	1,848	2,610
21	Të tjera	2,382	3,634	7,067	10,495	3,151	5,037
	Total	**12,673**	**22,426**	**18,159**	**29,572**	**22,877**	**33,317**

Source: Kosovo's Statistics Agency.

From the table above, we see that the largest number of foreign visitors is from Albania, Germany, Switzerland, etc.

According to these researches, Prishtina remains the most visited city by different local visitors and foreigners. Thus, in Q1 2014 the number of visitors in hotels in Kosovo is 23,879, where 45.62% are domestic visitors and 54.38% are foreign visitors. Whereas the number of nights booked in Q1 2014 was 32,861, where 36.16% of booked nights are from locals and 63.84% are from foreigners. In Q1 2014, the highest number of visitors and nights booked has Prishtina the capital of Kosovo with 13,667 visitors and 21,286 nights booked.

According to KSA, with the highest number of visitors in 2013 stands Prishtina the capital city of Kosovo, with a total number of 55,750 visitors, Lipljan ranks second with 7931 visitors, Prizren ranked third with 6610 visitors.

In Q1 2014, the survey are included 106 hotels in the territory of Kosovo, where most hotels are located in Prishtina, Ferizaj, Prizren, Peja, Gjilan. According to the survey, utilizing capacity at country's level is 9.36%.

The largest number of foreign visitors is concentrated in Prishtina and Prizren. But, in terms of foreign visitors, the highest number is from Albania, USA and Turkey.

4. RESEARCH RESULTS - SURVEY

To determine customer satisfaction with Hotelier services we have exploited the results of a survey done in the city of Prishtina. Out of 200 surveys 156 were valid under which we derived the following results:
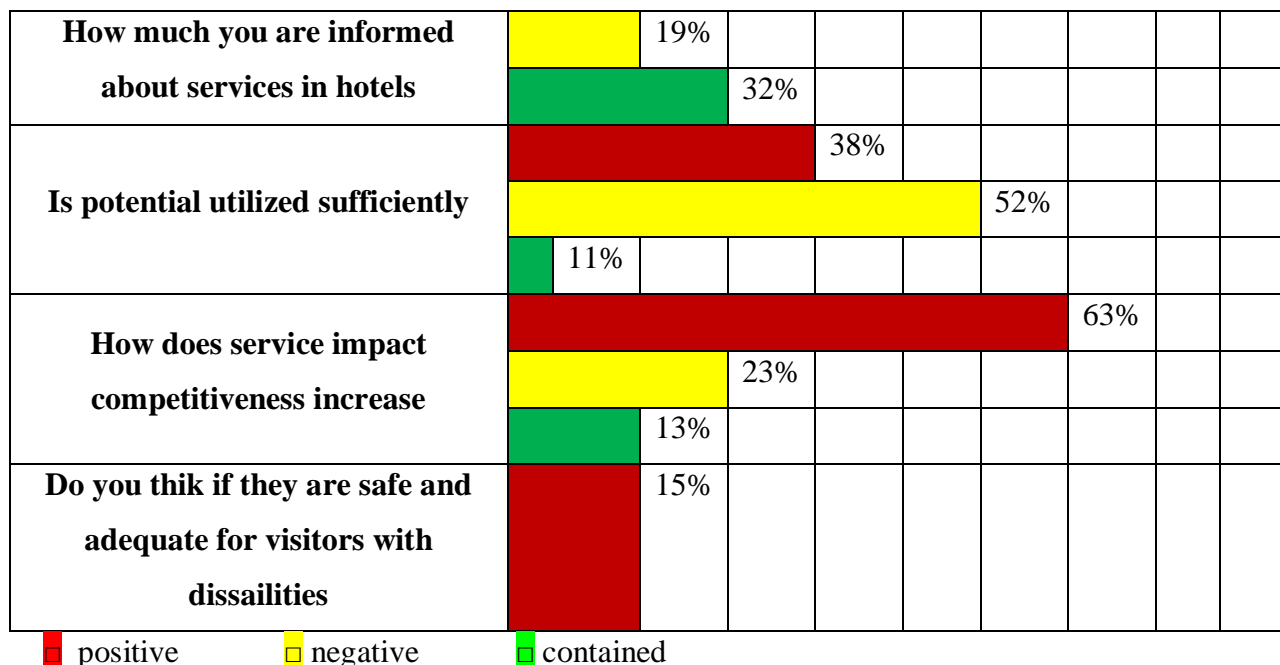
Age group of respondents:

-25 years	- 40 years	- 55 years	More
63	60	18	15

Answer results:

QUESTION	1	2	3	4	5	6	7	8	9	10
How often do you visit hotels						50%				
				25%						
			23%							
Quality of services						48%				
			15%							
					37%					
How does a service impact in your visit									78%	
			15%							
		6%								

QUESTION	1	2	3	4	5	6	7	8	9	10
					44%					

How much you are informed about services in hotels	19%							
	32%							
Is potential utilized sufficiently		38%						
		52%						
	11%							
How does service impact competitiveness increase			63%					
	23%							
	13%							
Do you thik if they are safe and adequate for visitors with dissailities	15%							

🟥 positive   🟨 negative   🟩 contained

5. CONCLUSION

The future success of hotels depends on the ability to anticipate and capitalize on changes. Going towards transition and globalization a successful hotel should examine not only the key factors that will determine the success but also those who cope with a survival of the hotel in the future. These key factors depend on the organization of the hotel such as visionary leadership, globalization, diversification, flexibility, flat structure, focus on customers. The organization should be able to give response to the growing global services, maintain sales offices in many countries and hotel properties around the globe and an increased level of global labor force. A new organizational structure uses global and regional resources to promote higher levels of innovation, customer and revenue-oriented focus.

Flexibility in modern hotel organization means ensuring that the system, processes and people may respond differently to different situations. It should achieve less detailed rules and procedures, greater autonomy and encourage new initiatives and division of labor.

The trend towards flat organization of hotels means less management levels, employees to have the opportunity to make decisions and not much difference in responsibilities. If the customer

is the king or the queen in the twentieth century, the organization of the hotel should be less focused on its assets as a measure of success, and more focused on the customer. The focus on customer should reflect business decisions at every level for development and organization of the hotel.

The hotel service is based primarily on people rather than on other devices. Twenty years ago, a business is not expected to have a level of service consistent and predictable wherever they operate. Today, standards and not expectations are key and essential elements of a technological service to a hotel to meet every customer need. Organization of a hotel nowadays should meet the needs of a visionary leadership as a way to focus on ideas of leadership, information, inspiration, vision and teamwork.

Organization of a hotel through Internet network can simplify direct communication for all levels by ignoring the chain of command, cross structured teamwork, strategic alliances between competitors and third parties and decentralization. Information Technology nowadays affects every aspect of a business from corporate strategies to the structural and organisative organisation. Before, technology was seen as a way to reduce costs by replacing people. This idea is being replaced with the idea of seeking an information technology as a support for creative work that each organizational level should follow. Information technology should allow the organization to respond more quickly to market needs and also meet all the requirements and customer needs rapidly and accurately. To achieve this, organization should be decentralized. Information Technology imparts, but it should convey correct information to the right people and at the right time.

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