HOTEL ADMINISTRATION AND ETHNOCENTRISM RELATION: AN APPLICATION[287]

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Abstract: *Ethnocentrism is the prejudice against other cultures as the result of one's belief that his/her own culture, race, lifestyle is superior to others. According to ethnocentric way of thinking, people create negative influence by judging other cultures with reference to their own culture standards. Moreover, when different thoughts, activities and words are perceived as threat instead of different lifestyles, this prevents mutual understanding and leads to conflict. Ethnocentric approach also creates directing tendency in ethnic identity in the direction of their own wish for their private benefits.*

Intercultural attitudes gain importance as the relations between people from different cultures develop in globalizing World. The serving and the served are both people in the hotel businesses which takes place in service sector and people have different ethnic groups and cultures. For this reason, ethnocentrism topic has a great importance in accommodation businesses. it is especially possible for the hotel administrator of hotel businesses to apply administration activities efficiently by knowing their staff's ethnocentric levels and taking precautions for the staff with high ethnocentric levels. It has been seen that here are few studies comprising of ethnocentrism, tourism and administration and there is a lacking of research according to researches made. Due this lacking, this study has a great importance. This study will also be a loadstar for the future scientific and academic studies with this quality.

The study, performed for determining the general ethnocentric levels of staff working in hotel businesses, was applied on the five-star hotel workers in Alanya, a famous tourism district. Firstly, literature was reviewed in the study. Questionnaire technique was used, employees were asked to answer the questions in face to face interviews and their answers were noted. Obtained data was calculated and interpreted using percentage frequency analysis and arithmetic mean.

Key words*: Service sector, hotel businesses, administration and ethnocentrism*

1. INTRODUCTION

The importance of cultural diversity in business world have been increasing day by day in our globalizing world. Hotel managements have been affected by the globalization too. Some hotels are sending personnel to hotels abroad and procuring the personnel they need from different regions and hotels. At the same time people from all around the world are migrating to different parts and regions in order to better their life standarts. Increasing migrations and multiculturalism are paving the way for people from different cultures to work together. This case is affecting the structure of the labour force in lodging industry.

Ethnocentrism is judging other cultures based on one's own culture. Because of ethnocentrism, people tend to ignore other people judging them by their life styles and differences. Because of

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this ethnocentrism limits understanding other cultures' values and communicating efficiently. Ethnocentrism hinders people from understanding one another. Usually prejudice is known as hostility and intolerance to a particular race, religion and a group's members. As a consequence ethnocentrism may be a threat to relationship between personnel from different cultures and guests. Because of this efficient management of human relations is important for the hotel's success. Hoteliers need to have vast knowledge of managing people from different cultures and different labour forces. It is important for the hotelier to be informed of the personnel's ethnocentric status in order to pinpoint problems and take measures against. Upon examining the literature we can see that there are many works pointing to the connections between hotel management and ethnocentrism.This is why the paper presents importance.

There was a research done in Alanya where many tourists visit, which aimed to determine the ethnocentric status of the personnel of a five star hotel. For the research a questionnaire was done to personnel and their ethnocentric status was calculated via statistics programmes. Consequently it was determined that hotel personnel's ethnocentric status was medium-level.

2. ETHNOCENTRİSM AND CULTURE

It is important and beneficial to explain culture and ethnocentrism and their relation between in order to understand the term ethnocentrism.

Culture can be described as all the values that man possesses. In addition culture can be referred to as the entirety of all the values and beliefs that differentiates people from one another. In brief is a whole of culture, traditions, beliefs, and behaviour that are passed on with generations. Cultural diversity usually refers to cultural differences between people. In short it is a way of interaction with groups and cultures by their language, clothes, traditions and ethics. [1], [2], [3], [4]

Intercultural communication, is a communication proccess in which people from different cultures try to understand what the messages mean. Intercultural communication can lead to problems because

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of insufficent communication. Someone's cultural values and beliefs can hinder understanding someone else's behaviour and additude. It is normal for a individual to judge other cultures primarily based on their own. But this instance usually does not accept cultural diversity and it encourages intolerance towards diversity. Lack of tolerance can lead to cultural segregation, racism, xenophobia, prejudice and even aggression. Consequently this could lead to ethnic and political conflicts, war and terrorism. Culturally, many misunderstandings among people from different groups root from ethnocentrism that evaluates other cultures based on their own culture. Ethnocentric individuals believe that their judgement is normal. At the same time they believe that thrir values are the truth. Ethnocentric individuals, see humans as two groups: their own group and the others. Values and belief systems of the group are a matter of great

importance. Symbols and values of the group are perceived as something to be proud of. People who are a part of an ethnic group see themselves as special. Ethnocentric behaviour means that the group has good cooperation relationships and and vice-versa with the other groups. There is a tendency of collective acceptance and denial [5]. It is unproductive to not recognise cultural differences. The main cause of ethnocentric behaviour and additude is prejudice. Prejudice and limited information about another culture results in people being treated and understood differently. In short ethnocentrism effects intercultural communication in a negative way [6], [7], [8], [9], [10].

3 . MANAGEMENT AND ETNOCENTRISM IN HOTEL FACILITIES

The tourism industry is an industry that organizes and manages the processes such as people leaving the residence, transport, eating and drinking, lodging, having fun, resting and having cultural activities. Tourism industry is an industry of effort and labour. Despite the fact that many sectors are now in the process of automation in production processes, human beings are needed in the tourism industry. Relationship between personnel and the customer in the tourism industry is a front-line in terms of customer satisfaction. Immediate perception of the client's feelings about the service and immediate further action is needed and can be only done by human interactions. This is why humans are needed for the service given to customers and for customer satisfaction [11], [12], [13].

Hotels are businesses that provide temporary accomodation, eating, partially entertainment and some social needs for their residents. In accomodation business leading businesses are hotels. Hotels' main function is to satisfy the customer by accomodating them. In addition, they also have auxiliary and complementary units for eating and drinking, sports and entertainment needs. Hotels are social places in which mainly temporary interactions are made. At the same time,they are places in which thousands of people from different age groups, from cultures, who speak different languages share the same environment. These areas are social places for both the customers and the employees, where some behaviors are appropriate and others are not perceived as appropriate [14].

Hotel establishments that produce and market goods and services for a basic set of purposes perform a number of activities in harmony to arrive at results. Management is the fulfillment of the functions of planning, organizing, directing, coordinating and auditing to achieve organizational goals effectively. There has been many definitions of the term management. In general, it refers to all the work to establish a business association and co-ordination in the group, in order to achieve the objectives in an effective and efficient manner. The managers' most important task is to make, direct and lead work through people and other resources. Businesses' success is mainly connected to the management system. Planning is made to reach the objectives in the most efficient and effective way. In the planning stage, tasks are defined, grouped and distributed among them (organisation). Occupation (orientation) enters into a social process when personnel are placed in their positions. This process activates the chain of command (directing fucntion) to start the management process. Leadership, motivation, communication and coordination plays a big part in the directing function. Finally, it is checked to what extent planned targets were achieved. If there are deviations from the target, it is determined where and whom they originate from and the reasons behind it. Finally the directing function is activated [15].

In the hotel business, it is possible to provide services such as food and beverage services, front office, housekeeping, management, purchasing, acceptance and warehousing, marketing,

accounting, finance, human resources, public relations, innovation, research and development, information technology, security and entertainment services. For this reason, in terms of hotel management, it is extremely important that these sections work in harmony with each other. In recent years number of personnel working in the hotels has increased and the hotel management has begun to require professionalism in Turkey.

Management activities in hotel enterprises have certain characteristics. These characteristics can be explained as follows; [12]

- Management is about people. Human relations are of great importance to the management of groups of people. The psychology of people and the social aspects within the group is closely related to management.
- Management is the process of providing business associations, departments of work and specialization around a specific purpose. Management is based on intense communication.
- Management is the process in which efforts are made to align and to achieve goals.
- Management is the process of making intelligent decisions and enforcing them. This process requires the distribution of an authority. Thus command - command chain occurs.

When all these features are taken into consideration, it turns out that management in hotels has a distinct management function from other types of work. For example, cultural differences in communication, or differences in customer service expectations, can cause problems between staff and dissatisfaction among customers [16]. The bigger the cultural difference, the greater the difficulty of communication. Communication can become a major problem. It can cause misunderstanding and often hostility. This can cause serious problems in the work environment of the hotels. The dimension of communication between managers and subordinates in the business environment differs according to the ethnocentrism's extent. People who believe in their own cultural superiority can not objectively evaluate other cultures. They interpret and judge the behavior of others according to their own values. Hotel managers may face difficulties in effectively managing cultural differences. Ethnocentric managers can choose people from cultures that are similar to those employed or hired. Because of discrimination and prejudices, some may view other cultures as subcultures. Nowadays, in some enterprises some of the minority employees work in low or low wage jobs [17]. In hotel operations, it is necessary to recognize and understand the cultures of the employees in order to manage employees from different cultures. Today, managing and communicating with people from different cultures from an organizational perspective represents a major struggle for the corporate world. Being effective at the venues, and having sustainable success, development can be possible with open to change, respectful and qualified employees. The creation of an organization is done by the production and glorification of values, while the destruction of the organization is done by the wear out of the values created. To create an efficient environment by increasing the motivation of the employees in organizations, to reduce mistakes in manufactured goods or services, to increase customer satisfaction and to reach the targets is the main purpose. For this reason, hotel managers must have knowledge of how to manage employees with different cultures. The effective management of culturally diverse people has a critical importance for the success of the hotels [18], [19], [20].

4. HOTEL ADMINISTRATION AND ETHNOCENTRISM RELATION; AN APPLICATION

4. 1. Evaluatıon Of The Questıonnaıre

Purpose Of The Study: The greater the cultural diversity among employees, the greater the difficulty of communication, and communication may become a major problem. Today, many companies in the accommodation industry still face difficulties in managing cultural differences effectively. Because of discrimination and prejudices, few see other cultures as subcultures. This situation causes serious problems in tourism business environment. The dimension of communication between managers and subordinates in the business environment differs according to the ethnocentrism dimension between them. The purpose of the study, is to determine the trend of ethnocentric behavior amongst employees. For this purpose, the answer to the following question has been sought. What is the level of ethnocentric tendency of the working staff?

Target Populatıon Of The Study And Sample : Target population of the study is five star hotel staff in Alanya where Turkish tourism takes place intensely. The sampling consists of hotel employees in Mahmutlar, Konaklı and Avsallar regions in Alanya. The research data were collected by using the survey technique during the summer season of 2016 - 2017.

Restrıctıons Of The Study: The political adversities experienced in recent years have affected the Turkish Tourism, because of the coup attempt in the country and the political problems experienced thereafter; during the study period, some of the hotels were not open due to the reasons.

Stated the open ones working with little occupancy rate and so employ fewer personnel. The staff working long hours, do not want to fill out questionnaires due to the work intensity. Staff with low education level do not want to conduct surveys. due to the work intensity. And some travel agencies objected the surveys because it would take customer's time during the vacation.

Applied Method, Implementatıon Of The Study Findings: The survey method applied in this study. Questions were taken from previous studies on the subject, translations of the questions and the inverse translations were reviewed by the language experts, scale was created by helping the statisticians, academician and specialists and a 5 point likert scale was used. Scale Cronbach's Alpha ,763 - acceptable reliability (Aron:1999; Peterson,1999).

Questionnaire technique was used, employees were asked to answer the questions in face to face interviews and their answers were noted. Data were evaluated using statistics program, numeric data and percentages were obtained and were converted to table form. Obtained data was calculated and interpreted using percentage frequency analysis and arithmetic mean.

The help of the hotel managers, human resources managers, guides, animation department staff and other employees were obtained to provide participation to the surveys. A total of six hundred surveys planned to be filled, five hundred and fourty surveys were returned, and four hundred and ninety one surveys were evaluated after the studies.

Acquired Findings:

		Freq.	Percent
Valid	men	367	**74,7**
	female	124	25,3
	Total	491	100,0

		Freq.	Percent
Valid	Under 20 years	65	13,2
	20-29	195	**39,7**
	30-39	133	**27,1**
	40-49	78	15,9
	50 years and over	20	4,1
	Total	491	100,0

		Freq.	Percent
Valid	Primary Education	102	20,8
	high school	244	**49,7**
	university	137	**27,9**
	other	8	1,6
	Total	491	100,0

Table 1: Demographic Features of the Participants

According to Table 1, 74% of the participants are men. According to Table 2, the vast majority of participants are in the age range of 20-29 years (39,7%) and 30-39 years (27,1%). According to Table 3, the vast majority of participants are graduated from high school (49.7%) and university (27.9%).

		Frequency	Percent
Valid	yes	118	24,0
	no	373	**76**
	Total	491	100,0

Table 2 : Are you a Tourism Department graduate?

		Frequency	Percent
Valid	**yes**	172	35,0
	no	319	65,0
	Total	491	100,0

Table 3: Did you take the course / training related to tourism?

According to Table 2 (76%) of the participants did not graduate from tourism departments. According to Table 3, most of the participants (65%) stated that they did not receive tourism education.

		level
1	2,3	low
2,34	3,66	intermediate
3,67	5	high level

Table 4: Findings related to Ethnocentric Levels of Employees (Karaman)

The arithmetic mean of the results obtained in the study was calculated as 2,925. According to the scale (table 4) Arithmetic mean of 2,925 indicates that participants have moderate ethnocentric inclination.

5-CONCLUSİON AND RECOMMENDATIONS:

Tourism and hospitality representatives should increasingly pay more attention to managing cultural differences in personal relationships between suppliers and customers, as the quality of social interaction between customers and employees affects the customer's perception of service quality and product satisfaction. In an international environment, it is necessary to have information about culturally different workforce and how to manage them. Effective management of culturally different people is critical to the success of the tourism industry.

The study concluded that the vast majority of participants were males, aged 20 to 39 and educated (high school and university graduates), while at the same time having moderate ethnocentric characteristics. Moreover, 65% of these people did not receive tourism education. Despite their lack of professional training, they earn a living from the tourism sector. We can say that people who earn income from tourism sector are not very prejudiced towards different cultures. The economic necessity of the tourism sector has been understood as the undergone crises caused people to become unemployed, and perhaps after the crises, the importance of tourism sector, which is serves to different cultures, may have grasped more.

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The same study can be repeated in the same and different regions except for the crisis period and study can be applied to low-educated staff.

A wide variety of people with different ethnic origins, socio-cultural characteristics, religions and beliefs are working in the acommodation industry. Differences in employee behavior and values reflect a wide range of cultural diversity in the hotels. For this reason, many ethnocentric behaviors can be seen among employees in the acommodation industry.

Tourism is a modern world's new industry in which intellectual people serve intellectual people. Accomodation services that are within the tourism industry are servies of an intense labour. That is why hotel managers should have knowledge of the ethnocentric levels of different ethnic and cultural staff and the cultural values of their employees. At the same time they should know how to treat and manage them. In conclusion, the acommodation industry is service-oriented. People work for people's satisfaction. This is why managerial competence in management of cultural differences is crucial for the future success of hotel businesses.

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