

HOTEL MANAGEMENT AND QUALITY OF HOTEL SERVICES

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Summary: In conditions of increasing global competition, demands and needs of consumers, quality and quality management have become fundamental strategic factors of achieving profitability and competitiveness on the relentless tourism market. Any serious "top" hotel management, with a defined mission, vision and goals, must define a "special policy" of improving the quality of hotel services through "structural programs of quality improvement," which have become an important factor in the hotel business. With the design, introduction and control of a "special program" of quality improvement of hotel services, hotel management can have a positive impact on increasing satisfaction of customers and human resources, increasing competitiveness and market power of the hotel, the rationalization of operating costs and enhance the reputation and value of the hotel on the demanding tourist market.

Keywords: *hotel service , quality , management, employees , program*

1. INTRODUCTION

Overall modern business and tourism development philosophy is geared towards tourists, guests and consumers and satisfying their needs and desires. Modern hospitality is distinguished from other related activities in the sphere of providing accommodation by means of continuous maintenance of the quality of services and introduction of new types of services that are not characteristic of the hospitality business, all in order to increase the quality of basic services of accommodation and meet the needs of the modern consumers (customers). Survival of the hotel industry in the demanding and dynamic market and raising the level of competitiveness depends on improving the quality of hotel products and services. Hotel companies that are focused on quality, and thus the

satisfaction of their guests, can be successful in the demanding tourist market.

2. MODERN HOTEL INDUSTRY

The concept of modern hotel industry includes all tourism entities that provide accommodation for guests and other services for tourist consumption, and are organized in a variety of forms of companies that do business to meet the needs and wishes of the consumer (customer) and achieve the set economic goals and the best possible business results. 'Hotel business, in an economic way in the market conditions in order to achieve commercial effects, offers accommodation and other hotel hospitality services, which it uses to meet the needs and motives of guests and visitors, and to ensure the standard of living for its staff and management.' (Cerović, Z. 2003).

'During temporary stay in hotels at the chosen destination, hotel industry offers tourists rest and relaxation, enables business people to make business contacts, creates seminal conditions for participants of conferences, seminars and various other professional, scientific and political gatherings, enables visitors to learning about the natural and cultural attractions and historical monuments and food and beverage services for the local people, as well as various entertainment facilities.' (Bunja, Đ. 2008).

' Hotel industry, as well as modern economic activity, is extremely important driver of economic development, especially in undeveloped and developing countries. In accomplishing its functions, the hotel industry is linked to many other

economic activities (trade, transport, industry, tourist agencies...), and differs from other industries in that it provides its services in specific facilities .' (Vrtiprah, V. Pavlić, I. 2005).

Trends prevailing in the demanding tourist market determine trends in the modern hotel industry which can be summarized in the following general trends; changing needs of consumers, conditions of work and life, lifetime extension, growth of level of information and computerization, greater need to safeguard health (wellness, spa, organic food), the emphasis on ecology and healthy food, stay in the pure nature, growing demand for adventure facilities and excitement, visiting major events (sporting, cultural, religious, business, etc.), and new travel motivations. Hotel offer should constantly study these trends and adapt to the demands, wishes and needs of modern consumers (customers).

3. CLASSIFICATION OF MODERN HOTEL SERVICES

Modern hotel industry, i.e. the breadth of the range of hotel services, is conditioned by the category of the hotel facility, the size of the hotel facility, hotel location, weather aspect of the hotel business, complexity of hotel organizational structure and business policy in the market. Modern hotel services can be classified into:'

- accommodation services - provided in the hotel accommodation units - apartments and rooms;
- food and beverage services - depending on the type and category of the hotel, provided in hotel dining rooms, banquet halls, lounges, breakfast rooms,, grill-rooms, coffee shops, cocktail bars... and guests can also be served in their rooms (room service);
- services of recreation and sport - guests have access to pools, tennis courts and golf courses, various types of courts, gyms, bowling alley, walking and jogging paths, and various events can be organized (e.g. of open type - without tickets) etc.;
- cultural - entertainment services - hotels often organize concerts of classical music, or host popular artists, exhibitions, have a library, conference facilities for fun and games, especially during bad weather, guests are offered specially prepared entertainment programs (animation);
- merchant services - guests are offered the opportunity to buy souvenirs, newspapers, various personal necessities, up to high fashion boutiques and the like;
- trades and services - hotel facilities often offer hairdressing, beauticians and nail salons, photographers, watchmakers and others; health and other services - hotels offer guests the possibility of diagnosis, treatment, rehabilitation and other.' (Bunja, Đ. 2008).

Services provided in the hotel industry, based on certain characteristics, are significantly different from services in other sectors. Four fundamental features of contemporary hotel services are: '

- intangibility (Stems from the fact that is not possible to see, taste, feel, hear or smell the hotel service before buying. Through the media, the customer can see the offer of accommodation facilities, restaurants, cultural and historical sights destinations etc., but it is not possible to convey the atmosphere of the place and the service they will experience);
- indivisibility (Arising from the fact that the service is inseparable from its source.

Indivisibility as a characteristic means that it is impossible to separate the moment of providing the service from the moment of using the service, for example, accommodation, if the guest is not present in the accommodation);

- volatility (Due to the fact that the service depends on who, when and where it is provided. Due to this characteristic of the service, it is necessary to create some confidence among consumers by choice of high quality staff, operations under a distinctive name and tracking customer satisfaction);

- transience (Created as a result of the inability to store the service, and therefore inability to respond at any time to increase or decrease in demand. Unsold tourist services are a permanently lost revenue for the hotel company, so it must try to achieve a better placement of its services on the market).’ (Weber, S., Mikačić, V. 1999).

Hotel services are complemented by services and operations of other service providers (travel agencies, various travel agents, tourism organizations, reservation systems, marketing organizations, providers of transportation services, companies that provide services related to gastronomy and nutrition, convention centers, services and information services), and all those agents are or indirectly influence the contemporary hotel business.

4. HOTEL MANAGEMENT AND QUALITY OF HOTEL SERVICES

Under hotel services we mean diversity and complexity in the course of business operations (processes) in the formation and meeting the requirements and needs of the consumers (customers). The quality of hotel services includes all those procedures

that will result in delighted guests. This includes the following key aspects: '

- service culture - the company must live and radiate explicit culture of service towards the outside and the inside, and control management in particular must set an example as to the realization of the service culture.
- courtesy - all employees must have it, especially those who are in direct contact with the guests; kindness will be greatly assisted if the staff is put in the role of the guest.
- standardization - processes and the execution must take place in accordance with the expectations of guests.
- expertise - service personnel must be competent; this applies equally to their professional know-how, and their attitude towards guests.
- complaints - they are the starting point for improvement and must therefore be understood in good faith.’ (Berry L.L., Parasuraman, A. 1991).

"Top" and "middle" hotel management determines the vision, mission, goals, strategies and culture of behavior in each hotel. Any serious "top" hotel management, given the relentless competition and new consumer needs and desires must define a "special policy" for improving the quality of hotel services through "constructive quality programs" that must become an important factor in the hotel business. Any program to improve the quality of hotel services must contain:

- a) **Management of work processes in the hotel.** Hotel services are composed of a number of processes (procedures) to be managed and to be constantly maintained

and improved in order to eliminate defects and faults in order to achieve greater consumer satisfaction. 'For example, by elaboration of service process Ritz-Carlton helps employees to better understand how to provide top quality hotel services .' (Gustafsson, A., Johnson, M. 2006).

b) Satisfaction of hotel employees. In the hotel the focus of quality is transferred to service providers and the quality of services depends on the knowledge, skills, experience, appearance, behavior and other characteristics of employees. Educated, professionally trained, highly motivated and loyal employees create and maintain the quality that affects the satisfaction of our guests. In order to achieve high quality services, it is necessary to have satisfied employees, because only they can establish good relationships with guests and provide higher levels of service. 'Work satisfaction stems from the perception that employees have about their job and what they get in relation to work performed and the work environment.' (Black, S.J., Steers, R.M., 1994). 'Satisfaction with the work is the attitude of the employees towards work, rewards for work, social, organizational and physical characteristics of the environment in which they perform their jobs .' (Leap, T.L., Crino, M.D. 1993).

c) Professional hotel staff training. The needs for continuous improvement and additional specialized education of employees are encouraged by the change of motives and habits of guests, the changes that are coming due technological developments and changes in the environment (competition).

d) Developing teamwork at the hotel. 'Team is a small group of people who have common objectives and act together to achieve them.' (Tudor, G., Srića, V. 2006). Developing team spirit and teamwork can have a positive impact on improving the quality of hotel services and

positive "atmosphere" in the hotel business.

With the design, introduction and control of a "special program" of quality improvement of hotel services, „top“ hotel management can have a positive impact on increasing satisfaction of customers and human resources, increasing competitiveness and market power of the hotel, the rationalization of operating costs and enhance the reputation and value of the hotel on the tourist market.

5. CONCLUSION

The quality of hotel services in the modern hotel industry is affected by a wide range of factors, but the most important ones are happy and motivated human resources. Insufficiently professional and dissatisfied hotel employees can have long term negative impact on the quality of hotel services, competitiveness and business success of the hotel. The company must be conducted by a mission to invest in human resources, i.e. in their education and motivation, which represents a cost that ultimately brings greater guest satisfaction and higher financial results. Each hotel management must continuously have at its disposal information about job satisfaction of providers of hotel services and guest satisfaction with quality of services received. Taking into consideration these facts, any serious hotel management should introduced into their business a "special program" to improve the quality of hotel services with the aim of increasing satisfaction of both employees and hotel guests.

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