

Are Employees Working in the Lodging Enterprises “Sandbags in Flying Balloons”?

Akinci Z¹

Department of Tourism Management Program, Akdeniz University, Antalya, Turkey

Corresponding author: Akinci Z, Department of, Akdeniz University, Antalya, Turkey, Tel: 0920275116; E-mail: zakinci@akdeniz.edu.tr

Received date: September 22, 2016, **Accepted date:** September 28, 2016, **Published date:** October 05, 2016

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Commentary

Sandbags providing balance for flying balloons while during flight are the first elements thrown away from the same without being a factor that cause a loss of altitude in the flight process. Sandbags always pay for mistakes that people managing the flying balloons make.

Nowadays in the field of management, many new approaches of management that put forward managerial recipes and, principles are coming out for being successful of businesses. Also, new approaches are entering the literature of management which predict that the businesses will be successful by adding the word of 'strategic' in front of the old management approach or by putting a new popular name instead of old name (e.g. human resource management instead of personnel management). It seems that these approaches provide principles, excellent policies and brilliant strategies to businesses on the paper, without producing sufficiently effective solutions in crisis time. In those times business environment does not offer many alternatives except the dismissal of employees, who are not the causes of the crisis but victims. Let's give an interesting example from Turkey to reinforce this opinion. Turkey's leader and Europe's seventh biggest tire producer, BRİSA, awarded with the European Quality Award in 1996 given by European Foundation for Quality Management (EFQM) in the field of "Business excellence", embarked on a path of dismissal as a priority during the crisis in 2009 (NTV, 2009). This situation suggests that the practices of Total Quality Management (TQM) don't cause the dramatic successes in businesses, unless employees are considered as intellectual capital [1].

Lodging enterprises' managers in Turkey lay off employees as they throw the sandbags from the flying balloon, because they regarded their qualified employees as the high cost, when the occupancy rate dropped for various reasons (seasonal, cyclical situations etc.) in lodging enterprises. When occupancy rates of lodging enterprise begin to increase, they try again to find qualified employees. According to records of Turkey's Social Security Institution (SSI), they are working 380 thousand employees in high season and 220 thousand employees in low season in lodging Industry. This situation shows that 42 % of the employees lay off in low season (TURIZMGUNCEL, 2016) Unless lodging enterprises' owners or managers consider their employees as a partner and value, this vicious cycle will always continue against lodging enterprises and employees [2].

According to the 2014 report of the International Institute for Crisis Management, it is stated that among the primary factors that caused the crisis arising from the management in the rate of 59.1% (mismanagement 33.5%, managerial mistake 13.8%, managerial dismissal 5.3%, whistle blowers 6.5%), in the rate of 37.7 of other factors and only in the rate of 3.6% of labor disputes (ICM, 2015). In this regard, although business managers inflicted crisis, workers are primarily seen as an important cost factor and regarded as a factor to

be out of favor in the process of crisis. When managers of lodging enterprises fail to reach the target occupancy and revenue, they see employees as a major cost factor and primarily prefer dismissal of employees. Although it is not the source of problems in the lodging enterprises, dismissals of employees is result of the same raising the question of place and the importance of human resource management. Lodging enterprises investing in human resources are aware that their employees are the most valuable asset, successful in a highly uncertain and competitive environment. However, it is understood that the most important factor of managing a successful enterprises is not financial factor, but rather intellectual capital, considering that the lodging enterprises with large financial capital can experience problems and not cope with their problems in the process of crisis [3].

For the enterprises which give their employees the treatment of sandbags thrown away from flying balloons in the process of losing altitude during the flight, in adverse conditions as the result of bad management, it is not possible to provide quality services, to ensure customer satisfaction and organizational commitment of employees, in short, to survive in intense competitive environment.

When considering the properties of the touristic product, tourist accommodation businesses prefer to dependence to the organization for accomplishing organizational objectives, instead of employee-related cost reduction policies. In this context, organizations should not approach to their employees as a source of strategic input, but also as a strategic partner and it is important to develop policy on this issue. The lodging enterprises seeing their employees as a partner and value, will be successful in an environment of intense global competition of today.

The only important approach which sees employees as the source of input instead

To enhance stability and participation of workers in "change and development" issues.

To provide added intellectual value for enhancing "efficiency" and "profitability" of employees in business process and

It should be concentrated to increase the effectiveness of employees.

Employees of lodging enterprises, who offer face to face services, are not only a valuable production factor, but also one of the most important factors which provide valuable outcomes.

For this:

To implement and maintain human resources management policies in the selection of all employees, their recreation and career planning from the top to bottom.

In real meaning, to make employees a strategic partners and shared not only in loss of the enterprise, but its profit.

To see and to assess employees as intellectual capital that will create growth and change.

To keep employees training course for changing and evolving them against the internal external environmental conditions.

To make them to be efficient (to do right) and effective (doing the right job).

To develop systems and policies that will enable employees creating added value.

To create human resources principles and apply them fully and equally.

To create organisational culture and climate that sees employees as valuable assets.

Not to allow making mobbing (psychological intimidation) and sending away person that makes such applications.

To promote competition among employees based on certain principles and criteria.

To create feeling that they are in the same boat.

To give the guarantee employment in enterprise that if they be honest and have required performance and convince them.

To take into account that employees are working in the company to address the psycho-social needs and to achieve a good economic opportunity.

To create and implement policy providing an organisational loyalty for making employees perceive the lodging enterprise as “our business” not “this business”.

Conclusion

Today, not only physical capital but also intellectual capital that they are employees determines the brand and market value of companies. A lot of companies with great physical capital, no matter how they are established and institutionalized, had great jolt and were bankrupt and seen such a worthless piece of paper in the global economic crisis in 2009. As a result, we understand that intellectual capital are human resource, sustains enterprises and is basic element that makes enterprises strong in the intense competitive environment.

After making and accomplish above-mentioned policies, employees will feel themselves as valuable assets in business and will reveal all the creative forces of the business in order to prove themselves. Ultimately, employees will feel that they are not only “sandbags in the flying balloons”.

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