Internal Communication Function and Hotel Productivity–A Comparative Study

Özay Yildiz
PhD Candidate
DokuzEylül University
Tourism Management Programme
Izmir, Turkey

Lecturer
Doğuş University School of Advanced Vocational Studies
Tourism Management Programme
Istanbul Turkey

Abstract

The accommodation service production process starts with personal interaction and communication. As important as guest – employee communication is; access and distribution of market and organisation related information is essential in organisational coordination and maintaining competitiveness. This efficiency of internal communication function has a direct and indirect impact on organisational productivity; as fast process of relevant data results in better decision making. Internal communication also helps in adapting to corporate culture and raising employee morale, thus increasing service quality and guest satisfaction. In the present study, there is a general consensus on the impact of internal communication on hotel productivity. It is evidenced that as the hotel grows in capacity, more complex internal communications systems, including upward and diagonal communication and heavy use of communications technology, co-exist, employees take on more initiative and processing of performance data accounts for the majority of communicational actions. At the other end of the scale, a smaller hotel mainly makes use of downward and informal communication and a managerial use of initiative.

Keywords: Communication, management, productivity, corporate culture, hotel organisation

Introduction

Hotel establishments have to operate in the highly competitive accommodation industry, which is highly susceptible to external factors and ever-changing customer expectations. Additionally, the need to accurately anticipate and fulfil the needs and expectations of guests mean that it is a complicated task to manage a hotel. Due to these and many other factors, managing a hotel inevitably differs from other enterprises. Specifically, the personal aspect of the production process, characterised by labour-intensive service and simultaneous consumption, results in a higher importance of management functions of a more personal nature.

Communication and personal interaction are probably the most essential of these functions. Besides the importance of external communications with potential guests (marketing), competitors and other external factors, quick access to information and its effective distribution offers better coordination of the organisation, as well as an absolute advantage in a rapidly changing industry.

The present study addresses the issues of internal communication efficiency and hotel productivity, and aims to analyse the link between these two, on the comparative case of three selected hotel establishments.

1. The Hotel and its Management

Hotel is the essential tourism enterprise, serving the basic need of a person travelling away from their usual place of residence. Hotel is *"an establishment with a core function to provide accommodation to its guests, also providing complementary facilities for food & beverage, sports, recreation and such" (Turkish Ministry for Culture and Tourism).*

Established to serve the needs of those on temporary travel, the production processes of hotels significantly differ from those of, especially, manufacturing establishments. Due to the intangible and perishable nature of the accommodation service, production and consumption must take place simultaneously and at the same place. Another important aspect of the product is its personal nature and labour intensity, for it offers little room for mechanisation. As a result, hotels employ a high rate of personnel, ensuring an important role for a special kind of human resources management. Interdepartmental collaboration and cooperation carry great importance, making effective internal communications imperative. Operating in a highly competitive and dynamic industry, the hotel itself must also be dynamic to better adapt to changing market conditions and expectations (Şener, 1997: 15-18).

As the hotel grows in capacity and the number of employees subsequently increases, the organisation becomes more complicated, the competition gets tougher, the need to lower costs is ever present, it takes the participation of all the employees to attain guest satisfaction, the sole requirement of success. Total quality management approach offers a framework towards this goal, promoting job satisfaction for the employees, who encounter daily face-to-face interaction with the guests through the production of the accommodation service, and in turn, customer satisfaction. An effective, bilateral communications system is deemed essential for the system to work (Şener, 1997, Tütüncü, 2009).

1.1. The Communication Function

Communication is a basic management function and a connection process. *"Organisation members need to communicate with each other as they perform their respective duties. People can only interact and learn about organisational activities through communication within the organisation. Communication plays an integral part throughout the management process and in an effective completion of organisational tasks"* (Akat&Üner, 1993: 212). *"Communication plays one of the most important roles in the manager's success and the efficiency of organisations"* (Maviş, 2001: 127).

The word "communication" derives from "communis" or "communicatio" (shared or interchanged) and can be described as the transfer or exchange of messages, emotions, thoughts, knowledge, culture, tangible and intangible concepts through different time and place, by the use of symbols (Zıllıoğlu, 2006). Communication happens everywhere and all the time, carries a purpose and implies shared information.

Through the communication process, a source wishing to transmit information, thought, emotion, idea, experience, suggestion, warning etc*(collectively "message")*, codes it in a way that is understandable by the receiver *(using symbols, words, gestures, writing, e-mail etc)*, through a mechanical or physical, written or oral channel of communication, received by the receiver who then deciphers the message and feeds back what is understood through a reaction, critic, thought models or new ideas. Through this process, the coding system *(language)* and communication channel should be compatible with the message and the characteristics of the source and the receiver. Any external force disrupting this process is termed "noise". The message itself, its contents *(meaning)* and structure should be compatible with the purpose of communication. No matter how important the content, should the structure be uninteresting, the message will not reach its intended purpose. Especially in mass communication, the media *(or communication channels)* should be selected carefully. In order to communicate, the source and the receiver should also share a common language, shared experiences *(field of common reference / common interest)* and common thought models to interpret the language. Differences in the field reference will result in change of meaning. The communication skills, attitude, experience and knowledge of the source also define the quality of communication (Akat&Üner, 1993: 212-214).

In the organisational system and sub-systems, below results are expected through communication:

- Obtain / transmit*(routine)* information
- Evaluate an individual's attitude and behaviour
- Align individual goals with organisational goals
- Impress / be impressed by others; motivation and leadership
- Social relations (Akat & Üner, 1993: 219-220).

In organisations, external communications imply its interaction with external factors, such as actual and potential guests, residents, the public, labour market, governmental and civil organisations, competitors etc. Internal communications strictly include employees. Naturally, the success of the organisation will depend on its success in both areas of communication.

1.1.1. Internal Communication Function in Hotel Organisations

Quick and efficient distribution of information through the organisation is key to the success of a hotel. Information may be relevant to external variables, such as the state and behaviour of the competition, market changes and expectations, economic, political and legal conditions; or internal affairs, such as the hotel's management direction, departmental performance, profit targets, profitability, or simply decisions, orders, instructions and changes. This will depend on the success of internal communication. This function is relevant to all management functions, especially direction and coordination.

"The organisation needs information to compete on a global scale. Sharing of targets, politics and strategies by all employees, empowering individuals and directing them to the common goal, quick gathering of data on which to base decisions, anticipating guest expectations and reach collective solutions, a functioning feedback mechanism that enables constant improvement all depend on the presence of an effective communication model. Therefore, all channels of communication should be open and operative to ensure smooth bilateral communication within the organisation. It is necessary to switch to a horizontal organisation structure, reduce hierarchy as much as possible and implement an open-door policy to do this" (Şener, 1997: 58).

In this context, internal communication is "making use of formal and informal channels of communication to transmit directives and ideas within the organisation; applying cross-cultural approaches to improve communications effectiveness" and internal marketing is "selling employees on the importance of providing service throughout the hotel, not only to guests, but also to other employees whose work is part of a team effort" (Gee, 2008: 331). It includes "employee communication, all forms of communication within the organization, communication that motivates employees and thus creates value for the company, the process of writing for the in-house employee publication, aligning the goals of individual employees, the aspiration of achieving a systematic analysis and distribution of information at all strata simultaneously coordinated in the most efficient way possible, the exchange of information among employees or members of an organization to create understanding (Verčič, Verčič & Sriramesh, 2012, 225).

1.1.2. Forms of Internal Communication

Internal communication plays a crucial role in the management process and in effectively reaching the goals of managerial actions. An efficient communication system is needed for employees to interact with each other, to define an organisational climate and chain of command, to achieve collaboration and to increase productivity. The communication web may be formed through certain individual(s) or as an open channel. Formal internal communication may occur in four different forms:

- Downward: Supervisors announce orders, instructions and other work related information through bulletins, papers, reports, memorandums, e-mails or verbally to their subordinates.
- Upward: Subordinates report *(in writing or orally)*work related events and feedback of orders and instructions. This exists in democratic organisations and is imperative for participation in decision making.
- Horizontal: Communication between same-level staff *(such as department heads)*
- Diagonal: Communication between a supervisor and a subordinate of different departments. This is employed especially in special events such as banquets or meetings that require the cooperation of the whole hotel staff (Akat&Üner, 1993: 212-218).

Informal communication is "the kind of communication not supervised by an authority, happening to accelerate work and improve efficiency under the strain of time, or resulting naturally by the formation of informal groups at work" (Maviş, 2001: 129). Such communication may include gossip, chain of probability or hearsay.

Formal communication may frequently be formed in the frame of an information system or technology. Especially in a highly unstable and susceptible industry such as accommodation, information and communication technology is intensely used to obtain information that is essential to maintain competitiveness and to distribute it through the organisation. While separate information systems may be used for the functions of marketing, production, human resources, accounting and finance, integrated information systems and especially office automation systems, internet and intranet are also utilised (Şahin, 2001: 287-305). Hotel automation systems enable departments to obtain instant information, to increase time efficiency and to provide faster responses to guests' requirements, thus improving satisfaction and productivity.

Internal communication is regarded as an interdisciplinary management function that encompasses human resources management, communication and marketing elements or a technical or managerial component of the organisation's communication function. It received greater importance especially after the 1990's, through re-organisation, downsizing, outsourcing, mergers and acquisitions due to such facts as globalisation and economic crises. Additionally, reduced loyalty in a diversifying workforce puts greater emphasis on internal communication (Verčič et al, 2012: 223).

"(Internal) communication is a central concept for organization and management theory and much of the nascent research on this topic has emerged from scholars of organizational communication and organizational psychology. Researchers of human resource issues see communication as a management tool while those interested in marketing perceive employees as 'internal customers' and therefore have developed 'internal marketing' to interact with employees. The scant scholarship that exists on this subject in public relations views employees as 'internal stakeholders' and so it has developed 'internal public relations' or simply 'internal relations'. Sowa (2005)wrote: 'partnerships must be built with internal stakeholders' (p. 433). If there is a difference between public relations and corporate communication, that difference does not extend to the way the two fields view internal communication. Internal communication is an essential element of 'change management'" (Verčič et al, 2012: 224).

"Kalla (2005) identified four domains within internal communication:

- Business communication (concerned with communication skills of employees),
- Management communication (focused on management skills and capabilities for communication),
- Corporate communication (focused on formal communication), and
- Organizational communication (addressing more philosophical and theoretically oriented issues).

Integrated internal communications subsume all four" (Verčič et al, 2012: 224).

"(…) the internal communication function operates five roles:

1. Communicator (reporter/facilitator/democrat);
2. Educator (trainer/coach);
3. Change agent;
4. Communication consultant with a small 'c' (operational performance and process advisor); and
5. Organizational strategist (relationship manager)" (Verčič et al, 2012: 224).

1.2. Internal Communication and Corporate Culture

Internal communication also enables the corporate culture to be shared by the employees. In the process, personal boundaries and traits, environmental and socio-cultural factors, emotional relationships, language barriers and feedback must all be taken into account (Eren, 2000: 340-346). Corporate culture, "a set of expectations or basic assumptions that, consciously or subconsciously, guide behaviour in an organisation" (Gee, 2008: 334), is usually exported from the hotel chain's head office to individual branches.

"Even large international hotel chains with well-defined company cultures cannot always assume that the company's cultures and values will prevail in every location. (…) Organisational policies should be built around the strengths of diversity and cultural differences that add to the ambiance and distinction of hotel services. Hotel companies operating in the international arena need to have non-rigid corporate cultures and strategies in order to promote profits, productivity, quality and guest satisfaction at the unit level. (…) Because of the increase in international travel and the existence of culturally diverse workforces, this challenge may be present in either domestic or international operations. (…) More than a few hotel chains have been unable to establish a successful international presence because of their failure to adapt (Gee, 2008: 334).

2. Productivity in Hotel Organisations

The need to improve on factors *(other than price)* to sustain competitiveness forces organisations to keep costs under control, while maintaining quality standards. Issues of utilising cost factors to their maximum utility and thus producing high quality and quantity products constitute the context of productivity. Productivity may be defined as "achieving the highest possible level of production using a certain level of input / achieving a certain level of product using the lowest possible costs, without any gap in the production process" (Oral, 2005: 66).

A slightly different approach to productivity defines the concept as "the relationship between the output of a goods or services production system with the input utilised to produce that said output; or results with the time used to reach those results" (ILO, 2001: 19). In macroeconomics productivity is "a key concept to improve a country's level of welfare, (…) the relationship between the production factors utilised in the production process of any kind of goods or services with the amount produced" (MPM, 2002: 10) and "aims to make the best use of the production factors to better utilise the scarce capital" (Oral, 2005: 1).

Labour is one of the most important non-rigid factors to determine productivity; productivity may be improved through labour related communication practices such as brainstorming or organisational learning (ILO, 2011: 28). Organisations tend to regard productivity mainly as that of the workforce. The reason for this is "labour is an important value generating factor, making up an important part of production costs, is an important determinant of the peoples' quality of life and is easily measured (Oral, 2005: 72).

The labour intensive and personal aspects of accommodation service production and high rate of employment at hotels further add to the importance of labour productivity. To improve labour productivity, labour should be made well informed about the specifications and expectations of their respective jobs, chain of command, and innovations and improvements concerning the job.

Keeping in mind that guest satisfaction is key to the success of a hotel organisation, improvement on occupancy and thus productivity depends greatly on meeting or exceeding guests' expectations through improving the quality of service production that in turn depends heavily on personal communication and interaction. However, due to its intricate characteristic, quality standardisation may prove difficult for accommodation service, making the guests' personal perception and evaluation, rather than an objective measurement, determinant of quality. As a result, that evaluation will be highly subjective and will depend on the communication and interaction between individuals (Halis, 2008).

2.1. The Effect of Internal Communication on Hotel Productivity

The notion that inter-organisational communication has an absolute effect on productivity has been widely accepted, documented by several studies. One such study found that "96 percent of the surveyed presidents of the largest 100 U.S. corporations believed in "a definite relationship" between communication and productivity" (Clampitt & Downs, 1993: 8). Another such study concluded towards "(…) a consistent and strong support for the assumption that management communication behaviours do play a significant part in contributing to or detracting from total organizational effectiveness" (Clampitt & Downs, 1993: 8). Yet another study found a direct correlation between turnover rates and communication effectiveness (Clampitt & Downs, 1993: 8).

"(…) Several scholars have provided empirical evidence on the positive relationship between internal communication and organizational effectiveness. (…)Almost three decades ago, Snyder and Morris (1984)found that two perceived communication variables (the quality of supervisory communication and information exchange within the peer work group) positively correlated with critical revenue and workload measures of overall organizational performance" (Verčič et al, 2012: 224-225).

Finally, information and communication technologies capital, used to evaluate information that is crucial to maintain competitiveness, has been found to positively influence organisational productivity (Artvantidis & Loukis, 2009: 43-61).

Most research has sought to explore the relationship between communication satisfaction and job satisfaction. In fact, that relationship has been shown to be fairly strong (Clampitt & Downs, 1993: 5).

"Perhaps the most notable theoretic contribution of the CSQ (Communication Satisfaction Questionnaire) has been the suggestion that communication satisfaction is a multidimensional construct as opposed to a unidimensional one (Downs, Hazen, Quiggens,& Medley, 1973). That is, employees are not merely satisfied or dissatisfied with communication in general, but can express varying degrees of satisfaction about definite categories or types of communication. Indeed, their research using factor analysis techniques hypothesized eight stable dimensions of communication satisfaction:

1. Communication Climate
2. Supervisory Communication
3. Organizational Integration
4. Media Quality

5. Co-worker Communication
6. Corporate Information
7. Personal Feedback
8. Subordinate Communication"(Clampitt& Downs, 1993: 6-7)

Research shows the highest satisfaction for supervisory and subordinate communication, while lowest for personal feedback. Using this model, study found that:

1. Communication was perceived to have an "above average" impact on productivity.
2. The communication satisfaction factors differentially impacted productivity.
3. The impact of communication on productivity varies with job design and information utility.
4. The satisfaction level associated with a csq factor did not appear to be necessarily linked to the impact of that factor.
5. Employees in the two companies had somewhat different conceptions of productivity.
6. The service industry employees had a greater emphasis on how the relational aspects of communication affected their productivity.
7. Feedback impacted productivity scores in different ways for each company.
8. The generalizability of these findings should be tempered because of the unique characteristics of each organization and the use of perceptual data (Clampitt & Downs, 1993: 18-25).

3. Internal Communication Function and Hotel Productivity – A Comparative Study

For the research on the issue, three different types of hotels in Istanbul have been selected. The hotel rating of Turkish Ministry of Culture and Tourism makes use of a well-known star system. Hotels are rated according to their capacity, facilities and other measurable components of service *(such as educated worker ratio)*, for hotels to be awarded between one to four stars. However, for a hotel to receive the prestigious fifth star, qualitative features of extraordinary quality of service are required, in addition to quantitative requirements (Turkish Ministry of Culture and Tourism). The three selected hotels are awarded with 1, 3 and 5 stars. Information was gathered from semi-structured interviews with various supervisors of those hotels, with internal communications tools and productivity measurement the focus of questions. The assistant to general manager and human resources manager of the 5 star hotel and the marketing manager of the 1 star hotel were interviewed, but they wished to remain incognito. The operations manager Erkan Öğüt was interviewed at the three star ibis (Accor) Istanbul Hotel.

3.1. The Case of the 5 Star Hotel

The first one is one of the five star hotels located at the city centre, serving mainly to business travellers and operating under an international chain.

Actions for measurement of productivity at the hotel aim towards reaching standards and weekly prepared forecasts that include variables such as activity, employee, wages etc. Actual performance *(actuals analysis)* is compared against targets on the same tables. Besides, this information is compared against those from the same period for the previous year *(versus last year)* to detect deviations in order to take corrective action. These inspections apply to operational departments, i.e. front office, food and beverage and housekeeping. An exemplary monthly table can be seen at the appendix.

Communication makes for the most important part of this follow-up of productivity, because in the beginning of each year, organisational targets are determined and initially department supervisors need to be aware of these in order to coordinate their respective departments. Those supervisors transmit the targets to their assistants, who in turn take necessary action. Generally, unforeseen last minute events may cause the results to deviate from forecasts; however the important issue is to be able to bring explanations to the cause of this *(a 2000 pax event or extra personnel employment are given as examples)*. Obviously, preparing realistic forecast tables depends on an adequate communication of data gathered from departments. Department supervisors need to be up to date on potential and confirmed weekly events in order to plan effectively. Some instants may necessitate the employee in charge to inform department supervisors before the event list is submitted, even months in advance *(for instance, a certain guest has a special invitation with special needs in a few months)*. In case such information is not transmitted to the operational departments by the sales department, it is inevitable that the forecast tables turn out to be invalid and the hotel is deemed to have failed since the productivity results will be below forecast reports.

For this purpose, basically all expected daily arrivals and departures are discussed at a meeting of operational department supervisors. In extreme cases *(such as days of 300 arrivals and / or departures)*meetings have to be held days in advance. Otherwise, operational flow will be disrupted due to non-vacated rooms and such. This in turn will result in employee overtime, wage rise, delayed check-ins, waiting guests and, in turn, disrupted operation and ultimately, to the hotel's peril, guest dissatisfaction.

Operation depends on everything working out as planned. By this regard, profiles of daily arrivals are analysed daily. Therefore effective communication is a must *(for example, front office should inform housekeeping in advance to take necessary action to prevent instances such as complaints from repeat guests with regular special requests; such as black towels, Champagne, carrot juice etc. each time they check in)*. These precautions improve productivity, because otherwise extra time must be spent for guests, which will cause an increase in costs.

Such examples usually result similarly. Naturally, top management is expected to monitor their employees to lead, and where necessary, warn them. Vertical communication basically matters to avoid aforementioned troubles *(for example, front office assistant manager needs to inform chiefs, who in turn inform shift leaders; basically to arrange work shifts)*.

Finally, human resources communication methods have a positive impact on productivity. Motivational celebrations and such enforce employee self-esteem and trust, leading them to improved performance.

3.2. The case of the 3 Star Hotel

Istanbul ibis Hotel, a member of ibis brand of French based Accor chain, is located close to the main Atatürk International Airport. It has a room capacity of 228, of which 132 with a sea view and a bed capacity of 273 (www.accor.com). Its proximity to the airport, standard facilities and budget level room rates, appeal to budget conscious business travellers (travelguide).

The basic communication tool at the hotel is e-mail. Important decisions are announced to department supervisors by e-mail. Only supervisors are entitled to e-mail accounts and these may not have round the clock access to a PC. For this reason these decisions are also orally announced downwards *(department managers to chiefs to employees)* and important e-mails are printed out to be placed at the bulletin board for all the employees. Important changes in procedures and similar news are announced at daily operational *(and other)* meetings.
Within the hotel, deck phones are used as a primary instant communication tool, especially for operational department supervisors who are constantly on the move. Procedure changes that require announcements in writing are distributed through e-mail, which is not suitable for instant / urgent communication.

E-mails are also sent to inform department supervisors of the events of the previous day. In addition to this, each department holds a log book to record internal affairs that must be read by employees at the start of their shifts as a means of internal communication.

As for automations, front office uses Fidelio / Opera and F&B Fidelio / Micros. Accor also operates a central reservation system through its 4200 members. Especially, in the frame of the loyalty programme (Club Accor Hotels), guest profiles are shared in this database. Also, communications with the French HQ is provided through a global intranet web. This eliminates the need to send group e-mails for procedure updates, providing effective communication.

Due to the enormous amount of information on the intranet, the topics are grouped; such as different modules for purchasing, communications, design, sustainable growth, hotel growth, finance, risk management, information technologies, legal issues, marketing and distribution. Also, intranet houses separate pages for brand quality standards for each brand name of Accor and individual branches are able to keep up to important issues of global innovations and events. In addition to that, head office in Istanbul process information on the intranet, adapt it to country conditions and transmit them to the management of 9 Accor hotels in Istanbul so that the individual hotel supervisors are kept up to date.

Productivity appraisals at the hotel are held at the annual meetings, where each employee's performance is individually evaluated. Each department manager holds a two hour meeting with each of their employees and records the findings on forms. These forms are reviewed by the general manager, signed and sent to human resources.

As for upward communications, each employee's expectations from the management as well as their self-evaluations are requested periodically *(e.g. at the end of each year)*. The "clip" programme where the workers evaluate the management is held twice a year by the human resources department. Here employees find a chance to review their supervisors, managers and general manager. The criteria in this communication are daily operational efficiency, management's motivation of their employees to take initiative, managerial support and such. This information is collected by the human resources and reported to general management.

As a chain member ibis Istanbul receives constant flow of information from the French HQ, a feature not found in other local hotels. As with all international hotels, it receives constant updates. These updates should be transmitted down to the lowest level, and the need for an active communication web for quick adaptation is obvious. This communication is conducted by central units in order for individual hotels to adapt themselves.

Finally, after the procedures have been communicated, a follow-up should be performed to check whether they have been understood. This control happens due to the need to apply procedure changes. Besides financial, hygienic, operational, quality etc. controls, managers of each department check who received those procedure changes correctly and to what extent.

3.3. The Case of the 1 Star Hotel

The last hotel to be researched is selected from the historical peninsula with a room capacity of 94 and bed capacity of 200. It serves mainly culturally oriented tourists.

A chain type communication system is used among the operational departments *(marketing & sales, front office, restaurant, kitchen and housekeeping)*. Internet, fax, telephones and personal communication are all used along each other *(for example, accommodation information for large groups, information for kitchen and the restaurant for their meals)*. Function sheets and relevant reports concerning group meals are transmitted to respective departments prior to important events.

The boards of offices *(of the kitchen, restaurant or HK chief, for instance)* serve to announce important events in writing. For example, information on stay-on and blocked rooms, estimated times of arrival and priority rooms should be reported to the HK chief will accelerate the check-in procedure for the guest. The hotel uses Sispar front office automation system, which is widely used at neighbouring hotels.

Workers' productivity is evaluated generally by the observation of the respective department supervisor or guest reactions. Guests may provide feedback through satisfaction forms *(provided in rooms)* or orally. The forms are collected by housekeeping employees and handed in by the chief to the general manager. Usually, guest complaints are taken into consideration provided that these come from more than one guest.

Conclusions

The importance of communication function in hotels is crucial, considering the characteristics of service production process. External communications encompasses employee – guest interaction and the hotel's communication with external forces and leans towards sales and marketing functions. On the other hand, internal communication means gathering production related information and distributing it within the organisation.

The employees wish to be aware about what is happening within or outside the hotel. Besides, adapting to corporate climate and culture is only possible through communication. The employees also wish to know what is expected from them, i.e. performance standards. All these will eventually ensure an increase in productivity and the alignment of collective efforts towards organisational goals.

The non-rigid structure of the hotel's organisation chart and the multi-dimensional nature of service production force various departments to cooperate. As the need for all employees' participation in quality production process under the total quality management approach is also considered, the importance of collaboration within the hotel becomes self-evident. Formal, informal and frequently diagonal types of communication are all utilised to achieve the level of collaboration. Hotel automation systems and information and communication systems are also intensely utilised by hotel organisations. The efficiency and speed of this communication will be determinant in response time and the satisfaction of guests' needs.

Almost all of the studies about the impact of internal communication on productivity have detected a positive correlation. Besides productivity, communication has also been identified to affect job satisfaction, attendance and low turnover rate.

Internal communication takes place in different forms. For subordinates, feedback provides the highest satisfaction, as the employees are more motivated once they are aware of what is expected of them and how well they are performing.

The present study has found out that different types of hotels have different approaches to internal communication and productivity. The 5 star hotel evaluates productivity as the actual performance compared to the previously set standards that rely on performance of earlier years. The previously set standards are re-evaluated on unforeseen circumstances. Internal communication thus focuses on transmitting those standards to employees. At the 3 star hotel, distribution of innovations and procedural changes make up the most of internal communication. On the other hand, 1 star hotel communicates mainly daily events and solutions to daily problems.

As for the planning of internal communication at the 5 star hotel, periodic events play the chief role, preparations for the weekly and monthly special events are planned in advance in order to increase productivity and guest satisfaction. Meanwhile, the 1 star hotel makes daily preparations and focuses on events such as group arrivals and meals.

On important events such as arrivals of large groups, the 5 star hotel makes preparations days in advance through meetings, programming for quicker check-in and check-out procedures and informing employees in writing while the 1 star hotel handles these situations daily and usually through oral communication.

The performance goals and communication management of the 5 star hotel is generally defined at the unit, while the centralist approach of the 3 star hotel stands out. The information from the French and Turkish centres makes up the majority of their communication. At the 1 star hotel, initiative seems to reside at top management.

All three hotels emphasised the effect of communication on the satisfaction of guests' expectations and on the internal planning of departments. While upward communication is greatly valued at 5 and 3 star hotels, the 1 star hotel shows mainly downward communication. Notably, the top management of the 3 star hotel greatly values employee feedback. Also, the 3 star hotel seems to distinctly set written and spoken, as well as formal and informal communication apart. Other two seem to apply a mixture of those.

For the measurement of productivity, 5 star hotel uses detailed tables and performance input, 3 star hotel holds extensive meetings and personal interviews and 1 star hotel bases decisions on managers' observations and perceptions.

The present study aimed to qualitatively analyse the importance of internal communication function and productivity and determine different approaches of different hotels through in-depth interviews. While all three agree on the importance of internal communication and its impact on productivity, the techniques and approaches used are quite different. While the 5 star hotel thrives to gather performance related data to implement detailed measurements and evaluate actual performance to base decisions on, decisions for the 3 star hotel is widely centralised and the 1 star hotel employs a classical downward internal communication. For further research, hotel types may be further diversified.

Reference List

Akat, İ. & Üner, N., (1993).İşletme Yönetimi, DokuzEylül Üniversitesi İİBF, BilgiİşlemBirimi Masa Üstü Yayıncılık Grubu, İzmir

Arvanitis, S. &Loukis, E. N. (2009).Information and communication technologies, human capital, workplace organization and labour productivity: A comparative study based on firm-level data for Greece and Switzerland, Information Economics and Policy 21, 43-61

Clampitt, P. G.& Downs, C. W., (1993) Employee Perceptions of the Relationship Between Communication and Productivity: A Field Study, The Journal of Business Communication 30:1

Eren, E, (2000). ÖrgütselDavranışve Yönetim Psikolojisi, Beta BasımYayımDağıtım, 6[th]ed.) İstanbul

Gee, C. Y., (2008). International Hotels, Development and Management, AH&LA (2[nd]ed.)

Halis, M., (2008). Toplamkaliteyönetimi : ISO 9000 kaliteyönetimsistemleri, (2nd ed.).SakaryaYayıncılık, 2008

http://www.accor.com

http://www.travelguide.com.tr/Otel.aspx?HID=2428

ILO, (2011). VerimlilikYönetimiUygulamalı El Kitabı, MilliProdüktiviteMerkeziYayınları: 476, Ankara, (7[th]ed.)

Maviş, F., Karalar, R., Özalp, İ., Geylan, R., Tenekecioğlu, B., Şahin, M., Çömlekçi, F., Aydın, N., editor: Berberoğlu, G.N., (2001). Genelİşletme, TC AnadoluÜniversitesiYayınları, Eskişehir

MPM, (MilliProdüktiviteMerkezi), (2002). VerimlilikRaporu, Ankara

Oral, S., (2005). Otelİşletmeciliğive VerimlilikAnalizleri, DetayYayıncılık, (5thed.). Ankara

Şener, B., (1997). Modern Otelİşletmelerinde YönetimveOrganizasyon, GaziKitabevi, (2nded.). Ankara

Turkish Ministry of Culture and Tourism, Turizm Tesislerinin Belgelendirilmesineve Niteliklerine İlişkin Yönetmelik,
http://www.turizm.gov.tr/TR/BelgeGoster.aspx?F6E10F8892433CFF03077CA1048A1834C64021E4744 284FD

Tütüncü, Ö.,(2009). Ağırlama Hizmetlerinde KaliteSistemleri, DetayYayıncılık

Usta, Ö.,(2009). Turizm: GenelveYapısalYaklaşım, DetayYayıncılık, Ankara

Verčič, A.T.,Verčič, D&Sriramesh, K., (2012). Internal communication: Definition, parameters, and the future, Public Relations Review 38 223– 230

Zıllıoğlu, M., editors: Yüksel, A.H. & Gürgen, H., (2006). İletişimBilgisi, Anadolu Üniversitesi Açıköğretim Fakültesi ÖnlisansProgramı

Appendix: Productivity Analysis Chart (5 Hotel)*

	March '12						YTD '12					
Revenue in USD at plan Exchange Rate	Target	Productivity Mar '12	Productivity Mar '11	Productivity vs LY	Activity Mar '12	Activity Mar '11	Activity vs LY	Productivity Mar '12 YTD	Productivity Mar '11 YTD	Productivity vs LY	Activity Mar '12 YTD	Activity Mar '11 YTD	Activity vs LY
Rooms / Housekeeping WH													
												3,682,779	1%
CI-CO / Front desk WH													
												69,831	-2%
Covers / Service WH													
												69,831	-2%
Covers / Kitchen WH												69,831	-2%
Total F&B Rev. / Total F&B WH													
												2,954,199	12%
Food + Bev Rev. / Stewarding WH					993,019	882,413	13%	209.2$	153.8$	36%	2,713,290	2,025,048	34%
Food Rev. / Kitchen WH					787,299	606,104	30%	96.9$	65.7$	47%	2,127,512	1,457,466	46%
Total F&B Internal WH / Total F&B WH					23,023	24,827	-7%	81.6%	88.6%	-8%	68,730	69,831	-2%