



### Article Title

**Enabling quality in the tourism industry: an evaluation of business excellence in Greek hotels.**

### Citation

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### Abstract

Economic crisis, technological innovation, and shifting social and cultural norms have changed the level of competition in the tourism industry. In Greece, tourism has a direct impact on the national economy, and hotels are its most prominent industry. The five enablers of quality contained in the European Foundation for Quality Management Excellence Model offer a framework for studying business excellence in the Greek hotel industry. Based on those enablers, a survey of 34 five-star properties reveals that although most of the hotels are working toward business excellence, a number of areas still call for improvement, including benchmarking, the evaluation of historical data, and various aspects of human resources management.

### Summary

If the ultimate goal is to provide excellent service, then this objective must be consolidated both at the middle and lower levels of hotel operations, as well as at the top. Leaders must develop and communicate this objective, which ultimately makes work meaningful for all. Effective leaders must learn to take employee expectations and the motivations for their behavior into account, as well as environmental conditions. The ultimate goal must be the motivation and empowerment of employees, based on specific methods to improve employee performance.

For this to happen, hotel managers and other leaders must adopt a human-centric management model with an administrative agenda that includes incentives to increase employee satisfaction, which ultimately will be relayed to the client in the form of higher quality service. When personnel are given satisfactory access to resources and information, they are more likely to trust their supervisors and feel more committed and attentive to overall organizational objectives and policies.