

## Measurement of Performance Signal in Service Operations: Cappadocia Region Example

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### Extensive Summary

#### 1. Introduction

Performance refers to the goals that the business is trying to reach and the situations wants to achieve. Operational performance indicates where the operator wants to be in the future, in which location and in what size (Arslantürk, 2009). In this context, it is possible to define performance as a measure of the level of attainment of the targets of individuals and companies (Erdoğan ve Yıldırım, 2015). Performance analysis is conducted to determine the level of attainment of goals. With the performance analysis, the operator is informed about the potential development capacity and plans for the organization development are made (Ege ve Şener, 2013). For this reason, the manager whose main task is to increase the performance of the business should careful about any activities that occur around him (Taşbaşı, 2013). He should evaluate the perception of business performance in a flexible, continuous and innovative way.

In the study, the data prepared by Ittner et al. (2003) was collected to measure the performance perception of top-level employees in hotel and restaurant businesses. It was aimed to measure the difference in performance perception between hotels and restaurant businesses and the demographic characteristics. When choosing these businesses, hotels and restaurants where tourism is intense and competition is great for this reason were chosen. Performance measurement in such businesses is more important than in many enterprises.

To measure the performance perception of senior employees in hotel and restaurant business in the study, Ittner et al. (2003) were used to collect data. 51 restaurants, 65 hotels, that is 116 businesses in total, have been reached. The obtained data were analyzed with statistical package programs. According to the findings, it was determined that the hotel enterprises gave more importance to the innovation performance, continuity and flexibility of their performance. In addition, it was examined whether performance perception changed according to demographic characteristics. As a result, there was a meaningful difference between gender, experience and employee performance and performance.

## **2. Method**

### **2.1. Selection of research sample**

Today, many businesses need high performance. But food, beverage and accommodation businesses, which are the backbone of the tourism sector, need more performance measurement. For this reason, as a sample of the study, food, beverage and accommodation operations operating in the province of Nevşehir were selected. In this context, a total of 116 operations were reached in Nevşehir province, including 65 hotels and 51 restaurant operations.

### **2.2. Scales**

The survey method was used in this study. A questionnaire was developed by using the articles of "Performance implications of strategic performance measurement in financial services firms" published in 2003 by Ittner et al. In the questionnaire form, business activities are handled in 3 dimensions. These dimensions; flexibility, innovation and continuity. There are 4 questions about flexibility, 4 questions about innovation and 3 questions about continuity. In total, 11 questions were asked to the participant. The questionnaire was prepared in 5 likert. Participants were asked to give numbers they deemed appropriate which changes in the direction of disagree with (1) and strongly agree (5). The performance perception of the senior staff in operation was examined. For this examination, "t" test and ANOVA test were applied to the parametric tests. The performance perception was compared in terms of hotel and restaurant operations and it was researched whether there were any significant differences. In addition, some demographic characteristics were compared and it was tried to determine whether there were significant differences or not.

## **3. Results and Discussion**

In the study, a 3-dimensional questionnaire was applied to measure the performance perception of senior employees who are also working in hotel and restaurant businesses. In the questionnaire, questions about innovation, continuity and flexibility were asked to determine the performance perceptions of the company. A total of 116 people, 36 female and 80 male, participated in the survey. There are 51 people in the restaurant and 65 people in the hotel. 18 of the participants are Business Owners, 62 are Directors, 21 are Assistant Directors and 15 are Field Supervisors.

It has been determined that the perception of performance increases as the working time of the employee increases. The fact that the turnover rate in tourism sector is high means that employees do not work in the same business for a long time. Short-term work is negatively affecting the ability of staff to acquire organizational culture and to feel belonging to the business. Employees who do not feel cared for business are

less interested in the performance perception of the business. For this reason, business owners should improve employee sense of belonging by reducing the turnover rate. When the positions of senior employees in the business are taken into account, it is determined that the performance of perceived managerial assistants and field managers is lower than that of managers. For this reason, statutory qualifications may be increased by providing in-service trainings as required to assistant directors and field supervisors. Also, it was determined that the senior staff working in the hotel management have higher performance perception than the senior staff working in restaurant. When the main reasons for this difference are examined, hotel enterprises have a more institutional structure, giving more importance to in-service training and increasing their education level and less perceived turnover rate than restaurants, leading to a higher performance perception. For this reason, restaurant businesses can also improve performance perception by institutionalizing, providing in-service trainings to their staff, and reducing staff turnover. As a result, they can gain great advantages over their competitors.