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## **Associating the Ahi Order Turkish Trade Model with TQM and Customer-Focused Marketing: Its Applicability in the Accommodation Operations**

### **Abstract**

The purpose of this study is to compare the disciplines of Ahi Order (Turkish Trade Model) and Total Quality Management (TQM) that both stand up for the philosophy of giving the highest quality service by qualified people and to determine whether the practices of the accommodation enterprises overlap with these disciplines. This study proposes that The Ahi Order resembles with TQM applications in essence that both have dynamics to raise social work productivity. For this purpose, a detailed literature review examined. Furthermore, questionnaires were applied to middle and senior managers from 11 hotels in 4 and 5-star hotels around Sultanahmet, Istanbul to test their applications on the pre-determined Ahi Order, TQM and Customer Orientation scales. Factors related to the survey participants and the hotel location and their relation to each other were tested by Mann Whitney U and Kruskal Wallis analyzes, and it was understood that there was a significant correlation between the factors. According to the result of correlation analysis, it was observed that there is a positive relationship between Ahi Order with TQM, Ahi Order with Customer Focused Marketing and Customer Focused Marketing with TQM.

**Keywords:** *Ahi order, TQM, Customer-focused marketing, Accommodation sector, Turkey.*

**JEL Classifications:** L83; O10; M31

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## 1. Introduction

Total Quality Management (TQM) has become a hot topic in the last quarter of the 20th century. This principle was applied by Turks under the name of Ahi Order in the 13th century (Şimşek, 2002). Customer-focused businesses are now closely involved with the concept of quality. Businesses are aware that their performance, customer satisfaction and profitability may increase whether they allow for quality applications. Production and sale of quality products can maintain the commercial presence of the enterprises and protect the consumers. The philosophy of Ahi Order in the 13th century and the philosophy of TQM in the 21st century is based on the preservation of the consumers' rights, the continuity of the presence of the enterprises and the prosperity of the social work. Ahi Order had a customer focused marketing philosophy and they have importance to the quality. The significance of Ahi Order, which was considered equivalent with Artisan and Commerce Chamber today, is proven by the membership of various Sultans during the Ottoman period.

Customer-oriented marketing is one of the most important strategic marketing approaches of businesses today. In this approach; recognizing customers who are the cause of profit is more important than profit itself. Not only customers but all stakeholders (business owners, employees, intermediaries, suppliers, business partners, government, etc.) are satisfied when customers' expectations are met. Business Directory (2017) has defined the broadest definition of customer-orientation, including the strategic view of quality and business: "A group of actions taken by a business to support its sales and service staff in considering client needs and satisfaction their major priorities. Business strategies that tend to reflect a customer orientation might include: developing a quality product appreciate by consumers; responding promptly and respectfully to consumer complaints and queries; and dealing sensitively". This approach, which manifests itself as "Customer is the Benefactor" in traditional management approaches, has increased its influence and importance with TQM. Both TQM and customer-oriented management, which are present in modern marketing approach, customer satisfaction is very important for any business.

We can say that the customer-oriented approaches of enterprises overlap with the understanding of TQM. TQM focuses on the needs, demands and desires of the customers as customer-oriented management does and they conduct the plans on customer satisfaction. TQM differs from the customer-oriented approach in a way that TQM guides the way in which the tasks planned for the managers and the means by which they are implemented. It is important for all stakeholders, both internal and external, to act together in providing quality goods and services to their customers for customer satisfaction.

Hospitality businesses are important in tourism sector. They need to satisfy the customers with the services of accommodation, catering, entertainment and recreation. They should analyze needs and expectations of different customers better, provide quality goods and services. The quality of products and services offered to customers is an important factor in the differentiation of services in accommodation enterprises, in obtaining competitive advantage and in satisfaction of customers and employees. For this reason, activities should be designed and planned on the basis of researching the customer expectations before the products and services are produced in the accommodation enterprises, following the satisfaction while the customer is in operation and continuing the relations with the customers after leaving the customer. The understanding that the consumer needs, requests and desires are determined in a sector such as tourism, the production of quality goods and services and satisfaction and the profit obtained from satisfaction are in harmony with the understanding of Ahi Order (Uğurlu, et al., 2015: 325).

Ahi Order had those characteristics (Uğurlu, et al., 2015: 325), such as protection of the rights of employees and consumers, environmental sensitivity, standardization centuries ago.

If Ahi Order system continued, perhaps the Turkish firms would be among the companies with the highest global competitive power today and the Turkish economy would be much better than its present position. Therefore, this study aims to examine the relationships between Ahi Order, TQM and Customer-Oriented Marketing. The study also is expected to display the relationship between the Ahi Order, TQM and Customer-Oriented Marketing factors to hotel organizations profile and demographics.

## 2. Literature Review

### 2.1. Quality and TQM

Human beings always seek better and desire better quality life. Technological improvements are the greatest indication of this. For this reason, enterprises have paid attention to quality as much as production. Quality has brought many problems with the evolution it has gone through. Perhaps the underlying reason why civilizations develop differently from each other is that they take advantage of different levels of technology, the importance given to quality, or the difference of expectations and thought about quality. Therefore, as much as it is in the business world, there is a growing interest in the scientific world towards quality. In general, quality means compliance with standards. With the strategic approach of today's business, we can define it as knowledge and skill to meet the needs, wishes and desires of consumers. Some of the definitions by scientists and some significant institutions on quality are:

**Table 1:** Literature on quality definitions.

(Crosby, 1979: 15)	<i>“Quality is conformance to requirements.”</i>
(Juran and Godfrey, 1999: 27)	<i>Quality is fitness for purpose or use. ”</i>
(Deming, 1982:229)	<i>“Good quality means a predictable degree of uniformity and dependability at low cost and with a quality standard suited to the customer. ”</i>
(Taguchi, 1990: 68)	<i>“Quality losses result mainly from product failure after sale, product “robustness” is more a function of product design than of on-line control, however stringent, of manufacturing processes. ”</i>
(Garvin, 1984: 25- 43)	<i>“Quality can be defined in terms of eight dimensions. These eight dimensions are performance, features, reliability, conformance, durability, serviceability, aesthetics, and perceived quality. ”</i>
(Feigenbaum, 1991: 11)	<i>“Total quality control is an effective system for integrating the quality development, quality maintenance, and quality improvement efforts of the various groups in an organization, enabling production and service to operate at the most economical level to achieve full customer satisfaction. ”</i>
(ISO 9000)	<i>“The totality of features and characteristics of a product or service that bears on its ability to meet a stated or implied need. ”</i>
(Chartered Quality Institute)	<i>“The only true measure of acceptable quality is customer satisfaction, which takes into account both objective and subjective interpretations of the needs and expectations of customers.”</i>
(American Society for Quality)	<i>“Meeting the requirements and expectations in</i>

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*service or product that were committed to.*”

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As it can be understood from the definitions of quality, the establishment of quality and its administration within the TQM understanding of an organization requires various items. Moreover, it is also necessary that these items meet the expectations of the consumer. The same goods or services will appeal to different consumers' needs and expectations, and their satisfaction will be different too. Indeed, those who decide about the quality are not producers but consumers. For this reason, the producers are obliged to continue their customer-focused business strategies. In other words, if businesses want to be successful and become a recognized company, they must market the quality goods and services that customers need, desire and require.

## **2.2. Principles of TQM and Criticisms of TQM**

*Customer Orientation:* The customer is the name given to the person who uses the products and services inside and outside the company (Langford and Cleary, 2000: 21). In TQM, the customer is separated into two as internal customer and external customer. Internal customers are employees, and external customers are those who want to benefit from products or services provided they are of good quality. The success of the business depends largely on the understanding and satisfaction of customer needs. Organizations that strive to transform customer satisfaction into basic organizational philosophy form an organizational culture that perceives keeping customers "happy" as a mut (Özgür, 2009: 33). Customer orientation focuses on identifying current and emerging customer needs and expectations, managing effective customer relationships and establishing how well customer satisfaction can be determined (Samson and Terziovski, 1999: 396). In order to implement customer-oriented management, it is necessary to first identify the customer that needs to be satisfied and to know what the customer wants.

*Leadership of Senior Management:* Leaders contribute to the continuous improvement of the management system by improving the tasks, opinions and values, they activate and motivate the people who work in the organization. In the process of transition to TQM, managers must actively lead the TQM philosophy and ensure that TQM culture is formed. For this, leaders must observe the efforts of individuals and teams and appreciate these efforts (Evans and Lindsay, 1993: 103). Şimşek (2002) emphasizes that leadership of senior management is extremely important and that it is difficult to create an in-house culture without leadership of top management. Senior managers take on leadership roles in creating an environment and culture such as change, innovation, risk taking, being proud of work implemented, and continuous improvement of the goods and services offered to customers. (Aykaç and Özer, 2006: 177). TQM predicts a change in mentality of senior management. TQM attaches importance to the understanding, adoption and implementation of change processes.

*Continuous Improvement (Kaizen):* In Japanese, Kaizen means “small, incremental, continuous improvement,” and the English translation is “continuous or continual improvement.” Kaizen is a philosophy that focuses both on the process and the results. According to Masaaki Imai, Kaizen is an umbrella concept. (Imai, 1986) It is a process that, when done correctly, humanizes the workplace, eliminates unnecessarily hard work (both mental and physical), teaches people how to do rapid experiments using scientific methods, and how to eliminate waste in business processes. Concept of Kaizen is not result oriented, but it is process oriented. The task of those who work in this process is to project how they can do their work better and improve the work in general (Imai, 1994: 23). A continuous

development approach is a process-centric approach that takes the step-by-step approach which precedes the result that the business is always ready for potential problems.

*Team Work:* In TQM, it is important to ensure that all employees of the business participate in the improvement activities. The most important element of team work is; a group of people see each other as colleagues in a mutual effort for a deeper understanding and clarity. The control of a single person is not sufficient due to the complexity and scope of the processes in TQM. The problems of these processes can be solved only by teams working in cooperation and harmony (Şimşek, 2002: 109). TQM sees each member as a member of a team and allows arrangements to facilitate team formation and teamwork. The search for the right solution for the problems is carried out in the team work environment. As a result, team work and meetings become the most effective means of personal development, learning, communication, generating creative ideas and participation (Yağar, 2007; 22).

*Zero Mistake/ Prevention of Mistakes:* Zero Mistake basically looks like a goal, but it is actually the name given to an action. Zero mistakes are all the efforts to identify the factors that cause mistakes and errors, and to prevent the emergence of mistakes. The basis of TQM is not "sorting out the mistakes", but "not to make any". Making the right product and service in the first time is among the most important goals of TQM. Contrary to traditional management, TQM does not accept an understanding of "tolerable mistake rate". This is contrary to the TQM's zero-mistake view. For this reason, it is necessary to look at the source of the faults, to find the reasons and to prevent them from occurring again (Karyağdı, 2001: 68). For a customer to find a good quality product is undoubtedly the satisfaction and re-purchasing behavior that the product perception before purchasing shows after consuming the product. Zero Mistake principle, which is a quality indicator in industrial products, will bring it into a state of zero customer dissatisfaction in service businesses.

*Full Participation:* In the works to be carried out in the periods when classical management was dominant, the workers were only involved in the application of the decision. Today, employees are required to actively participate in the discussion and resolution of all kinds of decisions, to express their thoughts and to provide their opinion in these matters (Şimşek, 2002: 107). For full participation, responsibility must be shared in a good way. The full participation principle is based on the fact that the businessmen have a say in management and act with the understanding of the organization's "common sense". Continuous improvement in the process of TQM, analysis and solution of problems, team building, determination of targets and quality can be realized with the participation of all employees (Peşkirioğlu, 1 35).

Despite the work done over the last years on quality, there are criticisms about quality. Reeves and Bednar (1995) indicate that a universally accepted definition of quality does not exist for a variety of reasons. For example, broad definitions (e.g. meeting expectations, excellence) are difficult to operationalize. While narrow definitions (e.g. conformance to specifications, loss avoidance) are not sufficiently comprehensive to capture the richness and complexity of the concept. On the other hand, the acceptability, applicability and success of quality definitions and quality principles under today's circumstances are always a matter of debate (eg customer needs and desires, market and competition conditions and firm structures and activities). Nevertheless, it should also be noted that the total quality elements can be successful as soon as they are adapted to the current requirements.

### **2.3. Customer-Oriented Marketing**

*Evaluation of Customer-Oriented Marketing:* Customer orientation and market orientation are used synonymously (Day, 1994; Deshpande, 1993; Kennedy, 2003; Shapiro, 1988). According to Slater (2001), market orientation and marketing orientation are different from each other. According to Slater, in market orientation, the business is focused on the market in

order to enhance customer value with all its departments. In order to be market oriented, one should focus on the whole of market. The business environment is comprised of various social, cultural, economic, technological, competitive, legal, political and natural factors; and the success and existence of businesses depends on the quick and accurate information to be received from the market consisting of these factors and the management of the business according to the strategies according to this information. On the other hand, there is a "customer" at the base of the market orientation or at the center of the market. To reach different customers in the market, to identify their needs, wants and desires, to create marketing combination (product-price-distribution-promotion etc.) that will create customer value for them and to develop strategies and satisfy them are the main characteristics of this approach. Certainly, the success of the customer-oriented approach depends on the fact that the business is adapting to market conditions and developing strategies, that it is marketing-oriented.

Moreover, everything changes over time in the market, and the business can face threats when looking for opportunities. Flexible marketing strategies need to be implemented against changing environmental conditions. The implementation of the strategies undoubtedly has a great deal of work for the employees who are the internal customers of the business. It may be possible that the satisfaction of the external customer is in keeping with the innovations, in the acquisition and retention of the customers, and in the market competitiveness at the same time as the internal customers are directed to the business goals in coordination. For this reason, in the Customer-Oriented marketing approach, not only the external customers but also the changes in the internal customers should be monitored and the quality of the production and service should be increased and the importance of organizational structure should not be neglected.

*Customer-Focused Marketing Approach in Hospitality Businesses:* The customer-focused approach is crucial not just for existing consumers but also for future customers in service businesses. To this end, it aims to reveal what consumers want in the present and will want in the future, as well as how they will perceive the business now and in the future (Narver and Slater, 1990). In this respect, customer orientation involves having information about customers' needs / priorities, and is being evaluated at a point beyond customer research (Kohli and Jaworski, 1990). According to Narver and Slater (1990), customer orientation is not just about making value for customers, but also about offering extended products. Deshpandé et. al. (1993) define customer orientation as a set of beliefs that prioritize the client in order to obtain long-term profitable initiatives, without excluding owners, managers, and employees.

The purpose of a business is to create and maintain satisfied profitable customers (Levitt, 1986). Customers are attracted and retained when their needs are met. Not only do they return to the same hotel or restaurant but they also talk favorably to others about their satisfaction. Customer satisfaction leading to profit is the central goal of hospitality marketing. It is difficult for hospitality businesses to succeed in changing market conditions if they can not improve the product-service combination from the market to the needs of the prospective customer. Because it is not enough to understand the customer-oriented approach. It should also be implemented. It is not difficult to understand customer-oriented marketing; however, it would not have the same meaning for each business or there might be differences in practice. Simply stated, the marketing concept is a consumer-oriented philosophy that focuses all available organizational resources on the profitable satisfaction of the needs and wants of the customer (Reid, 1989: 13).

Hospitality businesses will differ in terms of management in terms of the products and services they sell. For example, while planning a menu for a hotel, one member of the management might think that one more meal should be added to the menu, while the other

member of management may think that they should decide according to the information obtained from previous and current customers. When management decides to raise a certain percentage of the room price directly, it may decide that it is more accurate to determine the occupancy rates of the other administrations and the best price to return the investment. The most important detail is the customer wishes and complaints. For example, a business that does not have a customer-oriented approach will try to sell another room to the customer who could not find the room he/she wanted; however, the customer-oriented approach will ask the customer to wait for his/her room to be prepared.

Hospitality businesses operate as labor-intensive. The persons who will respond the customer expectations are the same people. The motto of Ritz Carlton hotels is "We are ladies and gentlemen serving ladies and gentlemen". Empathy is the keystone of Customer-Oriented marketing in service businesses. Everyone should be able to empathize with each other for happiness of each member. Happy staff means loyal employee; happy customer means constant / loyal customer. It should not be forgotten that marketing is not only the duty of a single department, it is the duty of everyone who works. Each employee is responsible for being customer-oriented and to provide customer satisfaction. Thus, the rights and regulations such as staff training, working hours, wages etc. are important in accommodation enterprises.

*A Critical Look to Customer-Oriented Marketing Approach:* Despite the fact that in the literature studies customer focus has similar thoughts about the strategic superiority that it provides to the businesses, attention is also paid to the point where the understanding of customer orientation. In this context, studies on the subject (Kohli and Jaworski, 1990, Deshpande et al., 1993, Narver and Slater, 1990, Slater and Narver, 1998, Slater and Narver, 1995, Webb et al., 2000, Brady and Cronin, 2001; Dean, 2007) evaluate customer orientation in a bidirectional manner, taking into account both the consumer and manager / employee perspectives. However, customer-oriented studies that successfully sustain customer focus are also present in the literature, especially when working / manager-oriented work is pioneering in the conceptual content of customer focus for example, Slater and Narver (1998) evaluate customer orientation in two different dimensions such as "customer-driven understanding" and "market-oriented understanding". For example, Connor (1999), in his work, suggests that businesses that have adopted a largely market-based understanding of customer-driven businesses by Slater and Narver (1998) are successful. The author cites not considering resource allocation and business size, and emphasizes that success for small businesses is directly related to customer proximity.

The opinions on the evaluation of customer orientation in terms of directing business activities bring the subject whether the analysis units should be the managers or customers. For instance, Webb et.al. (2000) state that customer perception is evaluated as an indicator of business success, but customer orientation is not evaluated in customer dimension. For this reason, it is stated that the evaluations carried out in the manager / employee dimension are inadequate. Similarly, Brady and Cronin (2001) emphasize that it is not known how the customer will directly or indirectly contribute to the results of the work that assesses the relationship between customer orientation and performance in terms of employee / manager. For this, the analysis unit needs to be the customer for the measurement of customer orientation. Dean (2007) defines customer orientation as employees' efforts to understand and meet customer needs at the customer level, and is based on customer evaluations as an analysis unit. Service enterprises are adopting a customer-oriented approach in order to be able to continue their work in front of their competitors. Customer-orientation will provide a competitive advantage for business units / departments' profits on the profit of business units / services, in creating a value that will cause a positive impact on customer loyalty in successful product presentation and because it plays a dominant role in the adoption of this value formation by the whole organization.

#### **2.4. Concept of Ahi Order**

Ahi Order is used in Arabic meaning "brother" and "generous, open-handed" in Turkish. It is a system that is the product of the Turkish and Islamic civilization with its social, cultural, economic, political, and religious dimensions which started to be seen in Anatolia from the beginning of the 13th century and played a role in turning Anatolia into a home and establishment of the Ottoman State (Ceylan, 2013). The founder of the Anatolian Ahi Order Organization is Ahi Evran, who was born in Azerbaijan in 1171 and took lessons from scholars of the time, who lived during the period of Hacı Bektaş-i Veli and Mevlana Celaleddin Rumi. Especially, Hacı Bektaş-i Veli gathered many Sufi leaders such as Mevlana, Ahi Evran, Sarı Saltuk and Yunus Emre, who played an active role in the spread of Islam especially in Anatolia (Cifci and Akova, 2016: 189). Therefore, Ahi Order overlaps with Anatolian Alawi-Bektashi belief and tradition in many motifs (Sarıkaya, 2003).

Following the founder of Ahi Order, Ahi Evran, all the leaders of Ahis were named as "Ahi Baba". Ahi Baba is the leader of any Ahi Order Organization in any town. The term "Baba" (Father) means the greatest religious leader among Bektashis. Bektashism, which is considered to be the root of the understanding of Ahi Order, is the love of God, Muhammed, Ali and Ehlibeyt (prophet's family), based on the Qur'anic identity of Islamic religion, which is based on Pir Hacı Bektas Veli from the Khorasan in the beginning of the 13th century. It is a spiritual path that represents a broad and universal understanding of thought that is divine, subtle, and valued, not only of the religious concepts but also of the inner senses.

*Historical Development of Ahi Order:* While the Turks who migrated from Central Asia in the 13th century continued to live as nomads in Anatolia (the territory of Turkey on the Asian side), they learned a lot from the Christians' settled life and values. Domestic Christian masters in the fields of weaving, mining, metalworking and construction have taught the Turks their arts and the Turks became apprentices for a while (Akdağ, 1995: 10). While Christians were engaged in industry during these periods, Turks were investing more in real estate, dealing with agriculture and animal husbandry. Traders, artisans and craftsmen of the western and eastern countries, which were shaken by the attacks of the Mongols, started to migrate to Anatolia. With the influences of immigrants and Christian settled living arrangements, the nomadic Turks started to settle down in towns. Art and commerce in Anatolia has gained vitality after these migrations. Most of the inns, baths, and other public buildings were constructed in 13th century.

People had to be prepared against the Mongol attacks. For them, military service was important as well as being able to carry on arts and trade in their new home. Because the Mongols were attacking the Turk in their new home (Çağatay, 1990: 2). The Turks living in Anatolia and the Byzantines were forced to organize against the Mongol attacks and their first organization started with Mevlana (1207-1273) in Konya and Hacı Bektaş Veli (1210-1270) in Kırşehir. Ahi Evran (1172-1262), who followed the path of these Turkish belief leaders who struggle for the survival of Turkish language, folklore, and culture, gathered tradesmen and craftsmen under the name of "Ahi Order Organisation" to secure the interests of the producers and consumers, and provided public the power to withstand as the government power was shaken.

The Ahi Order Organization was spread in Anatolia shortly. It has even played an important role in the establishment of the Janissary Guild and Ottoman State. The founder of the Ottoman State Osman Gazi's father-in-law Sheikh Edebali, Ottoman Sultans Orhan Gazi, Murat the First and first Ottoman State Vizier family Candarlı were Ahi. Being a member of Ahi Order was considered as a honor (Şimşek, 2002: 22). The standards that they have adopted in order to raise the quality of the goods they have produced, their trade understanding that incorporates morality and art into unity also constituted the foundations of

Ottoman state laws during the reign of Beyazıt and Yavuz Sultan Selim. The Ahi Order system, which is a product of Turkish and Islamic cultures, has provided innovations such as revolution in trade life with the principles brought by the Ottoman Empire in business and profession, as well as being an organization that provides people's life and property security. The Ahi Order System is essentially the 13th century implementation of TQM (Erbaşı and Ersöz, 2004: 29).

*Principles of Ahi Order:* Ahi Order is competent system that regulates education, science, organization, quality standard, producer-consumer relation, supervision of the social structure in its period (Mar, 2005: 76). Members of Ahi Order Organization were tradesmen, merchants and other professions, and they helped for the establishment of social and economic order in the towns (Bayar, 1998: 99). Ahi Order is an organization that has been established for the purpose of producing quality goods and services in line with the principles of Islamic moral principles and has played an important role in preserving the consumer and to educate the tradesmen for centuries as well as aiming to implement their profession in an honest way. In short, Ahi Order is a multipurpose institution that undertakes the functions of production-education-control-consumer happiness (Gunduz et al., 2012: 46).

In the Ahi Order system, there is not much difference between the employees and employers and there are father-son relations between them. In this system, the manufactured goods are produced perfectly and precisely to meet a certain need. The return for labour was paid immediately. The employees and employers were in solidarity. This practice has become a model in which labor and capital do not conflict with each other (93). Above all, the Ahi Order system, which cares about the individual, has established itself a system of solidarity called "life and property partnership" (Özerkmen, 2004: 75). The Ahi tradesmen put a principle to ensure that product quality is not below a certain standard, and the understanding of working together made it possible to manage this quality control process well. The idea of limiting the production and consumption in the Ahi Order system and "production according to necessity" was actually tried to be realized. The main objectives of this practice were to prevent tradesmen to become unemployed and to overcome problems that could arise from overproduction (Solak, 2009: 13).

One of the important issues in Ahi Order system was to get the job done by the expert. The recruitment of talented and intelligent people is one of the most important ways of ensuring the work to be done in a better quality and more efficient way. Great attention has been given to the division of labor and specialization in the Ahi Order system. The main idea was having a single job for everyone according to their expertise. Choosing a job that is prone to the skills of the person is an influence that will contribute to satisfaction in doing that job as well as contributing to the job (Dogan, 2011). Training in Ahi Order is a continuous process that starts in youth and covers the life. In the Ahi Order system, apprentices were given basic civic education, including national customs and traditions, disciplines of community life. Then they passed to professional training in next stages. The method of practice was used as a way of learning (Şimşek, 2002: 162).

One of the remarkable aspects of Ahi Order's system is the "Ahi Order Internal Control System". In this practice, tradesmen and craftsmen undertake basic responsibility tasks such as opening work places where the state cannot reach and controlling the quality and quantity in the production of goods, determining working principles, borrowing, customer complaints. Thus, unfair competition was prevented, unemployment was prevented and fair sharing was realized (Soysal, 2013: 191). Fundamentals of economic life in Ahi Order are solid products, profit in certain rates, a just quality control system (Şimşek, 2002: 184).

*Ahi Order Today:* Considering the environmental factors of the time when Ahi Order came into action, many problems could arise with the provision of the product at the time when everything was focused on visible objects, for example; economic development and levels of

development are not at the same level as during the Ottoman period and today's Turkish Republic period. As a matter of fact, product-oriented and economic efforts mainly for the elimination of human needs were implemented by tradesmen and craftsmen. This is the main reason for appearance of Ahi Order. This is because the Ahi Order Organization, which attaches great importance to human beings (both producing and consuming), expertise, honesty, sharing and quality in the production of products to meet the needs of the social work, was first accepted among artisans and craftsmen and then spread rapidly in the land.

Members scattered throughout Anatolia, they established a union for each art. Occupational associations close to each other in settlements that are too small to be united were brought together under a formed union. Relations between these units in the settlements were provided by the "Grand Assembly", which has a mission equivalent to the Chamber of Tradesmen and Artisans today. At the country level all trade union associations were affiliated to Ahi Evran Zawiya, located in Kırşehir, where Ahibaba (the caliph of the Ahi Evran-i Veli, considered the master of all the craftsmen) was present. (Kurtulmuş, 2011: 45). Today, the chambers of artisans in the districts (chamber of restaurants), the Association of Chambers of Tradesmen and Artisans in the provinces, and this is connected to the General Presidency of Turkish Confederation of Tradesmen and Artisans (KESK) in Ankara.

We can observe the day-to-day extensions of Ahi Order in almost all field of business. Today's profit-oriented production and sales is a serious threat to people and the environment. Global warming, desertification, environmental pollution, wastage, increased production and consumption of hormone-injected foods and many other harmful activities are threats not only for today's people, but also for future generations. Because of this reason, the understanding of business management has started to return to human and community oriented and social and sustainable management with the effect of changing laws today. In other words, there is a return to the understanding of Ahi Order. At the same time the Ahi Order system would encourage production and quality to artisans and craftsmen, and at the same time would set forth what and when and how long it would be produced and continuously controlled so that Ahi Order would be a quality control mechanism that does not accept wastage and misrepresentation. Today, market or consumer-oriented marketing understanding is also based on the similar practices of Ahi Order's understanding.

The similarity of the Ahi Order Organization with current social security and labor law should also be stated. The product produced by craftsmen should not be defective, tradesmen should always be honest towards the customer and the unity among tradesmen overlap with current laws. The social security of the worker is aimed to be secured with provisions of severance indemnity in Turkish Labor Law, employer's liability, new job search permission, working document, employer's payment obligation, minimum wage, overwork fee, insurance premium, child abuse and similar provisions. In this respect, the Labor Law has associations to the Ahi Order Organization, which is a trade union of Turkish history (Gülvağaboğlu, 1991: 286). In terms of social security, Ahi Order has also been a source of Social Insurance. Ahi Order is the institution that realized the protection of the person, the first time to protect the person from social care. The concept of "social security", defined as "a community of institutions or organizations with the task to provide security against a certain number of threats, regardless of their incomes to the people," has developed in the second half of 19th century, centuries after Ahi Order (Gülvağaboğlu, 1991: 289).

*Relation between Ahi Order, Customer-Oriented Marketing and TQM:* In today's contemporary marketing understanding, business-oriented marketing understanding has left its place to customer-oriented marketing. In other words, the transition from 4P to 4C implies the shift from an enterprise-oriented marketing approach to a customer-oriented marketing approach. The conversion of 4P marketing combination to 4C is shown in figure 1.

Product	→	Customer Value
Price	→	Cost to Customer
Place	→	Convenience for Buyer
Promotion	→	Customer Communication

**Figure 1:** Transition from 4P to 4C.

**Source:** Çiçek (2001: 66).

Ahi Order improved with the works of Turkish thinkers and volunteers such as Ahi Evran-1 Veli, Hacı Bektaş-1 Velî, Hoca Ahmet Yesevi, Yunus Emre, Hacı Bayram-1 Velî, Aşık Pasha, has all components of 4C marketing combination (Akkuş, 2004: 11-18). Figure 2 shows the ratios of each element involved in 4C marketing mix, indicating their use in Ahi Order.

Customer Value	→	Customer is Patron
Cost to Customer	→	Controlled Prices
Convenience for Buyer	→	Easy Access of Customer to Product
Customer Communication	→	Easy Access of Customer to Product

**Figure 2:** Relationship Between 4C and Ahi Order.

**Source:** Erbaşı, Ersöz (2011: 139).

Since the product-service combination offered by the customer in tourism will be within the value given by the customer to the customer satisfaction level, the value given to the customer is more important than the presented product. Considering the presence of business to the customer, it is shown that the word "customer is patron" existed in the Ahi Order Organization, which indicates the value given to customer (Uğurlu et al., 2015: 322). The work conducted by Ahi Baba regarding the inspection of artisans as municipalities do today; Ahi Baba's listening and witnessing the complaints, satisfactions and wishes of customers indicates the importance given to the satisfaction of customers. The price control in the Organization of Ahi Order, the customer's easy access to the product and the elements of interaction with the market also coincide with the contemporary marketing management concept.

On the basis of the Ahi Order system is to establish an organization that will provide customer satisfaction and for this purpose an organization has been established based on the guild system (the structure of the chambers of craftsmen and tradesmen in towns). This system is based on the principle of working with artisans and craftsmen within a discipline and rules, without faultless production and supervision, adhering to tradition and customs but not disconnecting from new ones. It is possible to see the concept of "quality" from the production to the consumption in the Ahi Order Organization. The manufacturing bases and product specifications are specified in accordance with the universal standards such as ISO 9000 today. The production and sales stages of tradesmen and shops are carefully checked for compliance with the instructions, the employer who is not in compliance with the instructions is warned first, if not, the person is punished and his business was ended. One of the Turkish proverbs "throwing the shoe on the roof" comes from here. During the quality control, Ahi Babas took the shoes of artisans whose product they did not like or determined a non-compliant behavior of, and put it on the roof of his shop. Those who saw the shoe on the roof were aware that the owner of this shop was punished for the folly or the thief. If a master

produced poor quality goods, did not conform to the standard of production, did not pay the wages of the employees, exploited his apprentices, did not teach what he knew; then his business was shut down. Quality control was among the most important tasks of the Ahi Order Organization. From this point of view, we can say that Ahi Order is the past application of today's TQM which is a philosophy of management. The system not only protects the employer, but also the employee and the customer.

Therefore, satisfaction for everyone is a main subject. The name of the system implemented was not TQM but philosophy was the same: A business philosophy which is "human oriented" and "where the expert handles the work". Again, the protection of the consumer in the establishment of Ahi Order is a matter which is sensitive to the lowest authorities from the highest authorities. When TQM is objectively assessed as a management philosophy, both in the Ahi Order Organization and in the business life, both the occupants, the employers and the customers are satisfied. The principles of quality that emerged in the 1920s and the TQM that emerged in the 1960s have been implemented in Ahi Order Organization for long years (Şimşek, 2002: 132). Despite the devastation of World War II, Japan has recovered quickly and owned the pioneering industries and technologies in the world. And it is remarkable to see that a model very similar to Ahi Order Organization was behind the global success of Japanese businesses. Japanese businesses do not compromise even if they work like a family business or gain a corporate identity. Respect, loyalty, honesty, productivity, education and hierarchical organization functioning have been preserved for centuries with traditions and customs, very similar to Ahi Order approach. A factor that is as important as the salary or social rights, the guarantee of career and the future, the "organizational culture" in business, and the adoption of this by all employees in the elements that bind, embrace and feel the sense of belonging to a Japanese business. So much so that not only employees, but also their families and employers have adopted it (Deal and Kennedy, 1982).

Tourism enterprises are those that operate in the service sector, produce goods and services, profit from customer satisfaction and sustain their lives. "Quality" in tourism businesses has a crucial importance for the success. Tavmergen (2002) defines quality as "a strategic tool used to produce products and services that meet or exceed the needs of tourists, increase the operational efficiency of the business, and reduce costs with the help of an effective cost control process". Continuous development towards perfection in tourism enterprises brings quality with it. In the tourism sector, quality is not to find the lack or fault of the provided service, but to realized it without any lack or fault (Aymankuy, 2005: 95). The characteristics of service quality in tourism enterprises constitutes quality. Quality of service is the ability of an organization to meet or exceed customer expectations and is the quality that is perceived by the customer, which is important in service quality. Therefore, it can be said that the quality level of service quality is the level of performance perceived by the consumer or the satisfaction level of the consumer from the service (Varinli, 1995: 94). In order to improve the quality of the business, senior management must ensure that the services are done in a way that will increase customer satisfaction (Gürbüz, 2000: 45).

### **3. Method**

#### ***3.1. Sampling and Data Collection***

According to the aim of the research, an extensive literature search was examined to obtain fully understanding of the subject. It has been sought to determine these relationships in the applications of accommodation enterprises after searching the field related to the Customer-Oriented marketing and TQM understanding of Ahi Order. Therefore, the questions used in the research were drawn from three main domains: Ahi Order, TQM and Customer-Oriented Marketing. The questionnaire form was revised and finalized according to the feedback of

two tourism experts and a pilot study which was conducted on a sample of 20 participants. Herewith, the content validity of the questionnaire form was deemed adequate. 150 questionnaire form were distributed during the time period of August 01-25, 2016 and a total of 135 participants have provided feedback. For this purpose, a questionnaire was conducted with middle and upper level managers of 11 four and five star hotels operating in Istanbul Sultanahmet Region. The number of usable questionnaires was 102 and they all were evaluated. Descriptive statistics related to the hotel were included in the survey first.

### 3.2. Questionnaire Development and Measures

The questions were mainly prepared on 3 scales. These are Ahi Order, TQM and Customer-Oriented Marketing. Therefore, firstly, 9 questions were included in the questionnaire to determine Hotel Organization Profile and Demographic Profile of Respondents. Demographic information was sought through 5 close-ended questions. "Ahi Order", "TQM" and "Customer-Oriented Marketing" and scales were measured through a 26 items on a 5-point Likert ranging from 'very bad = 1' to 'very good = 5'.

### 3.3. Data Analysis

The data was analyzed by The Statistical Package for Social Sciences version 21. In data, there was no missing values detected and observed that variables were not distributed normally. Thus, the Mann Whitney U and Kruskal Wallis analysis was conducted to understand the relationship between the answers given by hotel managers and these three scales. In order to performe exploratory factor analysis to provide support for issues of dimensionality and convergent validity, KMO and Bartlett's test of sphericity with varimax rotation was run. The factors were tested for reliability and monitored that (Cronbach's alpha) coefficient values of each factors were higher than 0,80 and the factors were in high level of reliability to implement analysis (Nunnally, 1967: 248).

## 4. Results

### 4.1. Descriptive Statistics

Some of descriptive analysis primarily set to review the hotel organizations profile as well as demographics information of the respondents. The list of Respondents' demographics is shown in table 2 and the list of hotel organizations profile is shown in table 3.

**Table 2:** Demographic profile of respondents.

Frequencies	Groups	f	%
<b>Are you informed about Ahi Order?</b>	Yes	70	68.6
	No	32	31.4
<b>Age</b>	Once or less in a year	9	8.8
	Between 25-34	55	53.9
	Between 35-44	29	28.4
	Between 45-54	9	8.8
<b>Educational Status</b>	Secondary/ High School	31	30.4
	College/ University	69	67.6
	Masters/ Ph.D.	2	2.0
<b>Occupation</b>	General Manager	6	5.9
	Assistant General Manager	7	6.9
	Department Manager	44	43.2
	Department Chief	45	44.0
<b>Experience in this sector</b>	Less than 5 years	31	30.4

	Between 5-10 years	36	35.3
	More than 10 years	35	34.3

When the demographics of the respondents are examined, it was observed that 68,6 % of the respondents were informed about Ahi Order, at total 82,3 %, of the respondents were between the age of 25-44. When the educational status of the respondents is considered, it has been observed that the 67,6 % of the respondents was graduated from College/ University and 30,4 % of the respondents were graduated from Secondary/High School. In terms of the occupations of respondents, 5,9 % were general manager; 6,9 % were Assistant General Manager; 43,2 % were Department Manager and 44,0 % of them were Department Chief. When the duration of work of the respondents is examined, it has become obvious that 30,4 % of them had worked less than 5 years, 35,3 % of them had worked between 5-10 years, and 34,3 % of them had more than 10 years working experience in the sector.

**Table 3:** Hotel organization profile.

Frequencies	Groups	f	%
<b>Hotel Class</b>	4 Star	3	27.2
	5 Star	8	72.8
<b>Customer profile of hotel</b>	Those who travel for business purposes	72	70.6
	Those who accommodate for rest	13	12.7
	Those on cultural trip	13	12.7
	Those who do not Accommodate, using Restaurant and Bar	4	3.9
<b>Ownership of Hotel</b>	Turkish personal business	3	27.2
	Turkish chain hotel business	4	36.4
	Foreign chain hotel business	4	36.4
<b>Occupancy rate of hotel in last year</b>	Less than 50 %	1	91.1
	Between 50-75 %	8	72.7
	More than 75 %	2	18.2

When Table 3 is examined, it is observed that 72,8 % of the hotel class was 5 star and “Those who travel for business purposes” was constituted a large scale of the customer profile of the hotels. In terms of the ownership of hotels of respondents, 27,2 % was Turkish personal business; %36,4 was Turkish chain hotel business and %36,4 was foreign chain hotel business. When the occupancy rate of hotel in last year is examined, it has become obvious that 91,1 %, of them had less than 50 %.

#### **4.2. Psychometric Properties of the Measure**

In order to test construct reliability, this study used Cronbach's alpha coefficient to examine internal consistency (Nunnally, 1978). As shown in Table 4, the overall reliability for the scale exceeded the acceptable cut-off value of 0.70 as suggested by Nunnally (1978), indicating that items are free from random error and internal consistency is adequate (Fornell & Larcker, 1981). In order to see whether the distribution of the values was adequate for conducting analysis, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was used and the construct exceeded the threshold value of 0.50 (Ahi order ,849 > 0.50; TQM ,767; COM ,848) as suggested by Field (2000). In addition, Bartlett's test of sphericity measure indicated that the multivariate normality of the set of distributions was normal for the construct, showing a significant value,  $p = 0.000 (< 0.05)$ . Therefore, the data was feasible for

conducting the factor analysis. In observing the communalities, as presented in Table 4, all factor loads were found to be significant and exceeded the recommended threshold value of 0.50 as suggested by Barclay et al. (1995).

As it is understood from the factor analysis, it is observed that the hotel managers have knowledge about the morality, mostly in the age range of 25-44, 70 % have undergraduate and graduate education. From this point of view, it is possible to say that the questionnaire is answered by management with a certain level of awareness. For the hotel sector, it is possible to evaluate the findings obtained from the sample of working in the analysis of the similarities and differences between the marketing and TQM practices of customer-oriented marketing and ethics.

**Table 4:** Factor analysis.

Scale Items	Factor Loads	Alpha	Variance explained (%)
<b><i>Ahi Order</i></b>		<b>,839</b>	<b>50,167</b>
Customers are satisfied with our business.	,816		
Our personnels are satisfied with our business.	,749		
Senior management always cares and considers the employees.	,659		
The rate of fault and mistake in products and services offered by our business is very low.	,640		
Customer complaints are almost absent.	,674		
No fault products are being sold in our business.	,818		
Any fault or mistake originates from our business is immediately compensated.	,756		
Customer is always right.	,498		
<b><i>TOM</i></b>		<b>,870</b>	<b>46,326</b>
We conduct periodic inquiries about the satisfaction of our customers	,771		
Our managers are reliable people	,669		
Our managers are a good model for TQM	,711		
Our managers are open to criticism and recommendation	,706		
Employees always help each other	,599		
Employees can easily communicate with senior management	,727		
We do not have communication and coordination problems among departments in our business	,688		
We have long term relationships with companies supplying goods and services	,615		
We have standardized procedures for procurement of goods and services	,707		
We solve problems by working together with companies supplying goods and services	,591		
<b><i>Customer-Oriented Marketing</i></b>		<b>,871</b>	<b>53,197</b>
It is very important to know what kind of products and services customers are looking for	,548		
We determine how and for what purpose the customers intend to use the product and services they purchase	,800		
We know what customers want to see or what they want to buy at their next visit	,807		
Our business is quite creative in finding new markets	,715		
Everyone in our business works with the idea "what would I want as a customer?"	,608		
We give importance to the advertising work in order to be able to create a good image in the customer's mind	,754		
Our marketing strategies are based on customer needs and preferences	,839		
Our customers are satisfied with the product and service quality	,716		

Notes: All items are measured on five-point Likert scales ranging from 1 = *strongly disagree* to 5 = *strongly agree*. All loadings are significant at the 0.01 level or better. All internal reliability estimates are above the .070 cut off value

In light of informations, “Ahi Order” will be significantly different in demographic characteristics of the respondents and hotel organizations profile were tested using non-parametric difference tests; Mann Whitney-U and Kruskal Wallis by considered significant at the .05 level. The result was listed below:

- 1) The concept of Ahi Order differs according to whether or not the employee has knowledge about Ahi Order. It can be said that the employees who have knowledge about Ahi Order have a higher concept of Ahi Order.
- 2) The concept of Ahi Order does not differ according to the employee's gender.
- 3) The concept of Ahi Order does not differ according to the age of the employee.
- 4) Ahi Order does not differ according to the education level of the employee.
- 5) The concept of Ahi Order does not differ according to the duty of the employee.
- 6) The concept of Ahi Order does not differ according to the work experience of the employee in the sector.
- 7) The concept of Ahi Order does not differ according to the class of the hotel.
- 8) The concept of Ahi Order does not differ according to the ownership of the hotel.
- 9) The concept of Ahi Order does not differ according to the previous occupancy rate of the hotel.
- 10) The concept of Ahi Order differs according to the previous profitability of the hotel. It can be said that the concept of Ahi Order is higher in the hotels where the profitability is more than 50%.

**Table 5:** Difference tests based on “Ahi Order”.

AHI ORDER						
Row	Variable	Test	Groups	Average	p	Interpretation
1	Are you informed about Ahi Order?	Mann Whitney U	Yes	32.9286	.001	There is difference p<0.05
			No	29.0625		
2	Your Gender?	Mann Whitney U	Female	31.6667	.955	There is No difference p<0.05
			Male	31.7424		
3	Your Age?	Mann Whitney U	Between 25-34	31.4000	.755	There is No difference p<0.05
			Between 35-44	31.8276		
4	Educational Status	Mann Whitney U	Secondary/ High School	30.7419	.197	There is No difference p<0.05
			College/ University	32.0435		
5	Your Occupation	Kruskal Wallis	Department Manager	32.4545	.223	There is No difference p<0.05
			Department Chief	33.0000		
			Employee	30.5556		
6	Your work experience in this sector	Kruskal Wallis	Less than 5 years	30.8710	.247	There is No difference p<0.05
			Between 5-10 years	31.2222		
			More than 10 years	32.9714		
7	Class of Hotel	Mann Whitney	4 stars	32.2167	.160	There is No difference
			5 stars	30.6471		

		U				p<0.05
8	Ownership of Hotel	Mann Whitney U	Turkish personal business	32.1754	.607	There is No difference p<0.05
			Turkish chain hotel business	31.5789		
			Between 5-10 years	31.9394		
			More than 10 years	31.5000		
9	Occupancy rate of hotel in last year	Mann Whitney U	Between 50-75 %	31.3409	.290	There is No difference p<0.05
			More than 75 %	31.9412		
10	Profitability of the hotel in last year	Kruskal Wallis	Between 10 %-25 %	30.6667	.016	There is difference p<0.05
			Between 25 % - 50 %	30.8333		
			More than 50 %	33.6000		

In light of informations, “TQM” will be significantly different in demographic characteristics of the respondents and hotel organizations profile were tested using non-parametric difference tests; Mann Whitney-U and Kruskal Wallis by considered significant at the .05 level. The result was listed below:

- 1) The concept of TQM differs according to whether or not the employee has knowledge about Ahi Order. It can be said that the TQM in those who have knowledge about Ahi Order is higher than those who do not have knowledge.
- 2) The concept of TQM does not differ according to the employee's gender.
- 3) The concept of TQM does not differ according to the employee's age.
- 4) The concept of TQM does not differ according to the employee's educational status.
- 5) The concept of TQM does not differ according to the duty of the employee. It can be said that TQM is lowest among employees.
- 6) The concept of TQM does not differ according to the work experience of the employee in the sector.
- 7) The concept of TQM does not differ according to the class of the hotel.
- 8) The concept of TQM does not differ according to the ownership of the hotel.
- 9) The concept of TQM does not differ according to the previous occupancy rate of the hotel.
- 10) The concept of TQM differs according to the previous profitability of the hotel.

**Table 6:** Difference tests based on “TQM”.

TQM						
Row	Variable	Test	Groups	Average	p	Interpretation
1	Are you informed about Ahi Order?	Mann Whitney U	Yes	41.2429	.005	There is difference p<0.05
			No	37.3437		
2	Your Gender?	Mann Whitney U	Female	40.5556	.399	There is No difference p<0.05
			Male	39.7273		
3	Your Age?	Mann Whitney U	Between 25-34	39.6000	.352	There is No difference p<0.05
			Between 35-44	40.5517		
	Educational	Mann	Secondary/	38.6452	.086	There is No

4	Status	Whitney U	High School			difference p<0.05
			College/ University	40.6522		
5	Your Occupation	Kruskal Wallis	Department Manager	42.4545	.017	There is difference p<0.05
			Department Chief	41.0000		
			Employee	37.6444		
6	Your work experience in this sector	Kruskal Wallis	Less than 5 years	38.5161	.298	There is No difference p<0.05
			Between 5-10 years	40.3889		
			More than 10 years	40.9714		
7	Class of Hotel	Mann Whitney U	4 stars	40.4667	.451	There is No difference p<0.05
			5 stars	39.0294		
8	Ownership of Hotel	Mann Whitney U	Turkish personal business	40.0702	.535	There is No difference p<0.05
			Turkish chain hotel business	40.2105		
			Between 5-10 years	40.3636		
			More than 10 years	40.7500		
9	Occupancy rate of hotel in last year	Mann Whitney U	Between 50-75 %	39.1591	.136	There is No difference p<0.05
			More than 75 %	40.7059		
10	Profitability of the hotel in last year	Kruskal Wallis	Between 10 %-25 %	38.1333	.085	There is No difference p<0.05
			Between 25 % - 50 %	41.0278		
			More than 50 %	40.7000		

In light of informations, “Customer-Oriented Marketing” will be significantly different in demographic characteristics of the respondents and hotel organizations profile were tested using non-parametric difference tests; Mann Whitney-U and Kruskal Wallis by considered significant at the .05 level. The result was listed below:

- 1) The concept of Customer-Oriented Marketing differs according to whether or not the employee has knowledge about Ahi Order. It can be said that the employees who have knowledge about Ahi Order have a higher concept of Customer-Oriented Marketing.
- 2) The concept of Customer-Oriented Marketing does not differ according to the employee's gender.
- 3) The concept of Customer-Oriented Marketing does not differ according to the employee's age.
- 4) The concept of Customer-Oriented Marketing does not differ according to the employee's educational status. It can be said that Customer-Oriented Marketing is higher in university graduates when compared with high school graduates.
- 5) The concept of Customer-Oriented Marketing does not differ according to the duty of the employee. It can be said that Customer-Oriented Marketing is lower in normal employees.

- 6) The concept of Customer-Oriented Marketing does not differ according to the work experience of the employee in the sector. It can be said that Customer-Oriented Marketing is lower in employees with less than 5 years work experience when compare with those who have more than 5 years of experience.
- 7) The concept of Customer-Oriented Marketing does not differ according to the class of the hotel.
- 8) The concept of Customer-Oriented Marketing does not differ according to the ownership of the hotel.
- 9) The concept of Customer-Oriented Marketing does not differ according to the previous occupancy rate of the hotel.
- 10) The concept of Customer-Oriented Marketing does not differ according to the previous profitability of the hotel.

**Table 7:** Difference tests based on “Customer-Oriented Marketing”.

Customer-Oriented Marketing						
Row	Variable	Test	Groups	Average	p	Interpretation
1	Are you informed about Ahi Order?	Mann Whitney U	Yes	33.5143	.000	There is difference p<0.05
			No	27.6250		
2	Your Gender?	Mann Whitney U	Female	31.9444	.407	There is No difference p<0.05
			Male	31.5152		
3	Your Age?	Mann Whitney U	Between 25-34	31.7455	.824	There is No difference p<0.05
			Between 35-44	32.3448		
4	Educational Status	Mann Whitney U	Secondary/ High School	30.1935	.035	There is difference p<0.05
			College/ University	32.1594		
5	Your Occupation	Kruskal Wallis	Department Manager	32.5455	.006	There is difference p<0.05
			Department Chief	34.3636		
			Employee	29.8222		
6	Your work experience in this sector	Kruskal Wallis	Less than 5 years	29.5484	.031	There is difference p<0.05
			Between 5-10 years	31.9722		
			More than 10 years	33.2286		
7	Class of Hotel	Mann Whitney U	4 stars	31.8833	.684	There is No difference p<0.05
			5 stars	31.1471		
8	Ownership of Hotel	Mann Whitney U	Turkish personal business	32.5088	.807	There is No difference p<0.05
			Turkish chain hotel business	31.4211		
			Between 5-10 years	32.4545		
			More than 10 years	31.5227		
9	Occupancy rate of hotel in last	Mann Whitney	Between 50-75 %	30.5455	.023	There is difference

	year	U	More than 75 %	32.7255		p<0.05
10	Profitability of the hotel in last year	Kruskal Wallis	Between 10 % -25 %	31.1333	.295	There is No difference p<0.05
			Between 25 % - 50 %	31.4722		
			More than 50 %	32.6667		

The relationship of “Ahi Order”, “TQM” and “Customer-Oriented Marketing factors” is revealed by correlation analysis. As it is shown in correlation table (Table 8), the significance is resulted below:

- 1) It can be said that there is a 63 % positive relationship between Ahi Order and TQM. In other words, TQM increases as Ahi Order increase.
- 2) It can be said that there is a 65 % positive relationship between Ahi Order and Customer-Oriented Marketing. So as the Ahi Order increase, Customer-Oriented Marketing also increases.
- 3) It can be said that there is a 66 % positive relationship between Customer-Oriented Marketing and TQM. In other words, TQM increases as Customer-Oriented marketing increase.

**Table 8:** Correlation between Ahi Order, TQM and Customer-oriented marketing factors.

Factors	Correlation	Ahi Order	TQM	Customer-Oriented Marketing
<b>Ahi Order</b>	Correlation Coefficient	1,000	.629**	.649**
	p		.000	.000
	N	102	102	102
<b>TQM</b>	Correlation Coefficient	.629**	1,000	.662**
	p	.000		.000
	N	102	102	102
<b>Customer-Oriented Marketing</b>	Correlation Coefficient	.649**	.662**	1,000
	p	.000	.000	
	N	102	102	102
**. Correlation is significant at 0.01 level (2-tailed)				

### 5. Conclusion, Implications, and Limitations

The common aspects of all large businesses operating today is being customer-oriented. Centrally positioned for commercial purposes, businesses are aware that success is where the success starts and where it ends, and that the actual boss is the customer. The understanding of internal customer testing for its employees that provide this success is an indication of the human-oriented approach. As a matter of fact, one of the international chain hotels, Ritz Carlton's staff, said, "We are gentlemen and ladies serving gentlemen and ladies". This is an indication of the international hotel's focus on a human-oriented business approach. We can say that this human-oriented approach exists centuries ago in the culture of Ahi Order; and business cannot be separated from culture or that it is an extension of the present business cultures.

We can easily see the customer orientation in the culture of Ahi Order and the personnel orientation in the issues of master-head-apprentice, staff training and leadership. Moreover,

the environmentally sensitive approach is another sign of a human-oriented approach to Ahi Order culture. Customer, employee and environmentally sensitive Ahi Order culture forms the basis of a kind of total quality understanding and service to take precautionary measures (eg education, quality, zero defects in production and customer satisfaction etc.) without further problems.

The philosophy of TQM is aimed at peace of the social work, whether working as a customer or as a culture of Ahi Order. TQM aims to present the products (goods and services) that will meet the needs and demands of the consumers with the standards and systematic approach determined in advance with all the possibilities, especially human resources, with the predetermined standards and systems. TQM is a system in which goods and services are produced with zero mistakes and zero customer dissatisfaction, the customer does not give the money for the money, and therefore the commercial relationship between the customer and the manufacturer / seller is finished with happiness and the continuity of this commercial relationship is desired. These are concepts very familiar to Ahi Order. Indeed, the centuries long tradition of Ahi Order should be reconciled with social peace so that this commercial relationship can be sustained. Ahi Order aims to establish a balance between production and consumption / producer and consumer within the framework of ethical and honest principles, specializing in their work, focusing on their work with maximum care to increase the quality of production. The common point between TQM and Ahi Order is: If the producer and consumer are happy, so is society.

Hospitality businesses are increasingly using the internal and external resources to improve the quality of goods and services they produce against the growing competition. The management, training and motivation of human resources, on the one hand, and customer-oriented marketing efforts on the other, provide benefits in protecting and improving the image of businesses. In order to meet the demands of tourism product consumers who are trying to sell invisible and generally have expectations in the upper level, it is necessary to present the quality products to the consumers and to find the optimum costs to resume their lives under competitive conditions. It is achieved by the success of the total quality standards determined by the accommodation operators, ie by the satisfaction of the customers. Satisfaction is manifested by occupancy rates, income and profitability and increased customer loyalty. It consists of procedures that are directly related to the internal dynamics of the business, including everything in operation of quality standards and the process of each business being built. The success of TQM (ensuring profit maximization, increasing quality and ensuring continuous improvement) depends on adopting, implementing and coordinating the work standards of everyone with the same consciousness and enthusiasm, as well as the staff working at the lowest level from the manager against the changing external environment.

Centuries ago, the culture of Ahi Order was actually updated today and we can say that the name is TQM. We can say that the TQM concept is not a new phenomenon with being a self-improving concept, it is not different from the culture of Ahi Order, an essence of an ancient Turkic and Islamic tradition. The understanding that the consumer needs, requests and desires are determined in a sector such as tourism, the production of quality goods and services and satisfaction and the profit obtained from satisfaction are in harmony with the understanding of Ahi Order. Ahi Order had the characteristics (Uğurlu et al., 2015: 325), such as protection of the rights of employees and consumers, environmental sensitivity, standardization centuries ago.

In this study; it has been determined that customer and employee satisfaction is high and complaints are very low according to the data obtained in the hotel enterprises where the research was conducted. Employees and departments in the business are in a tight and good relationship between the hierarchical and departmental sectors and are working in harmony and coordination. It has been stated that this harmonization in the enterprises continues with

the other enterprises providing goods and services to the enterprises. Jobs and job descriptions of businesses are set as a written standard by everyone. Hotels place importance on customer desires and needs and perform market research applications for this purpose. The expressions of the managers of the hotel enterprises and the customer are satisfied with the service provided. It is also an important result of this study that Ahi Order is applied in the hotel enterprises where the research of TQM and Customer-Oriented marketing approaches is done and related to each other.

As it is in almost all studies, there are some limitations in this study too. First, all data was obtained from a single destination (Sultanahmet). This means that the results cannot be generalized (The sample consisted of a total of 102 respondents). The second limitation was related the sample choosing. This research only includes the hotels. Therefore, future studies should focus on different locations and a wider range of hotels would be helpful in validating the findings of this research.

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