

## Academic Studies Based on the EFQM Model in the Tourism Sector: A Systematic Review

### *Turizmde Sektöründe EFQM Modeline Dayalı Akademik Çalışmalar: Bir Sistematik Derleme*

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**Abstract:** Total Quality Management applications have become interesting in the tourism sector as well as in other sectors. The first version of the EFQM Model which is created by the European Quality Management Foundation, as one of the few original Total Quality Management models in the world, was started to be used in 1990, and the last version that is prepared in accordance with current developments in 2020. The EFQM Management Model, from the first date of use, has been implemented in more than 50,000 organizations and has become a popular management tool which has taken interest of practitioners and researchers. In this study, academic studies based on the EFQM Model in the Tourism Sector were analyzed through a systematic review, tourism sector and EFQM context were handled and reported by examining the year, country, theme, citation, the journal published, the aim of the research, method, results and findings sections. Findings revealed that the EFQM Management Model is a strong application and research topic in the institutionalization needs of tourism enterprises, the development of the ability to adapt to new global trends, challenging environmental conditions, and the protection and development of competitive conditions.

**Keywords:** Tourism, EFQM, Hotel Industry, Total Quality

**Öz:** Toplam Kalite Yönetimi uygulamaları diğer sektörlerde olduğu gibi turizm sektörü içinde ilgi çekicidir. Dünya da ki az sayıda özgün Toplam Kalite Yönetim modellerinden birisi olan Avrupa Kalite Yönetim Vakfının oluşturduğu EFQM Modelinin ilk versiyonu 1990 yılında, güncel gelişmeler doğrultusunda hazırlanan son versiyonu ise 2020 yılında kullanıma sunulmuştur. Kullanıma alındığı tarihten itibaren EFQM Yönetim Modeli 50.000'in üzerinde kuruluştta uygulanmış, uygulamacılar ve araştırmacılar tarafından ilgi duyulmuş popüler bir yönetim aracı olmuştur. Bu çalışmada Turizm Sektöründe EFQM Modeline dayalı yapılan akademik çalışmalar sistematik derleme yoluyla incelenmiş, yıl, ülke, tema, atıf, yayımlandıkları dergi, araştırma amacı, yöntemi, sonuçlar ve bulgular bölümleri incelenerek turizm sektörü ve EFQM bağlamı ele alınmış, raporlanmıştır. Bulgular turizm işletmelerinin kurumsallaşma ihtiyaçları, yeni küresel trendlere, zorlayıcı çevresel şartlara uyum yeteneğinin gelişmesi, rekabetçi koşullarının korunması-geliştirilmesinde EFQM Yönetim Modelinin güçlü bir uygulama ve araştırma konusu olduğu saptanmıştır.

**Anahtar sözcükler:** Turizm, EFQM, Otel Endüstrisi, Toplam Kalite Yönetimi

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Article Type: Review | Received Date: 26.04.2022 | Acceptance Date: 23.05.2022

Sakarya M. C. & Çizel B. 2022, "Academic Studies Based on the EFQM Model in the Tourism Sector: A Systematic Review". *MJH* XII, 91-112.

## **Introduction - Review of Literature**

The tourism industry is one of the industries that are affected by global trends, which maintain their activities with international interactions, frequently encounter uncertainties, have complex processes and comprehensive business models (Ritchie 2004; Hall 2010). This situation requires tourism businesses to adapt their managerial processes to challenging conditions and to have/apply management tools/models that will increase their institutional resilience (Avcı & Küçükusta 2013; Karacaoğlu & Sözbilen, 2013 as cited in Köroğlu & Aktaş 2014). Sustainable management and good governance practices emerge as a need, from accommodation and transportation businesses operating in more than one country to destination management organizations, from small and medium-sized businesses that feel global effects locally, to government organizations established for Tourism Management (Göral 2014; Conaghan 2015).

The Tourism Sector in the world has shown a rapid growth trend in the last 30 years, and in 2019, it reached a level where approximately 1.5 billion people participated in tourism activity and an economic volume of 1.5 trillion dollars was reached (UNWTO, World Tourism Barometer, <https://www.unwto.org/tourism-data/unwto-tourism-dashboard>). The nature of the tourism sector, which is very open to global interactions, has also shown itself in the Covid 19 pandemic of 2020, when the highest losses in the sector were experienced (at the level of 80%). The need for good governance of tourism organizations/businesses, which are often affected by global and local crises, became evident once again in this period, as in other crisis periods (Ritchie 2004).

In this and similar periods; for businesses operating in the tourism sector to maintain their competitive structure; their institutional capacities, institutional resilience, and the management models they implemented were influential (Agudo *et al.* 2021, Cetinski & Milohnic 2008. Avcı & Küçükusta 2013;).

Among the management models, models based on Total Quality Management are frequently used due to their multidimensional structure and inclusive effects. The interest in the Total Quality Management model emerged in the "Management Tools and Trends" survey conducted by Bain Groups since 1993, and the last one was conducted with 1,268 managers in 2017. Since the start of the study, Total Quality Management has been included in the top 10 management tools in the most popular management models/tools research (<https://www.bain.com/insights/management-tools-and-trends-2017/>).

In this study, academic studies based on the EFQM Model in the Tourism Sector were examined through a systematic review; the context of the tourism sector and EFQM was discussed and reported by examining the year, country, theme, citation, journal in which they were published, research purpose, method, results and findings. It is anticipated that the research will make significant contributions to researchers and practitioners working in the field

## **Total Quality Management Models**

There were many pioneering developments in the field of quality management until the emergence of the Total Quality Management model, which is one of the management tools most preferred by managers and companies today. The quality stages that emerged at the industrial level after the industrial revolution were called control, inspection, quality control, quality assurance, statistical process control, and total quality control (Hutchins 1991, Feigenbaum 1991, Ghafoor *et al.* 2022). Both the stages of the quality phases and the new applications that emerged were the precursors of the emergence of the "Total Quality Management" model/philosophy.

Total Quality Management practices, a significant part of which were based on process innovation in the 1950s in Japan in terms of quality, which formed the framework for the Deming Awards, brought extraordinary developments, and the strong position achieved in the competition led to searches in Europe and America. As a result of these searches, the Malcolm Baldrige Management Model was developed in the United States in the early 1980s (<https://asq.org/quality-resources/malcolm-baldrige-national-quality-award>) and a model-based evaluation and award process was initiated in 1987. European Quality Management Foundation (EFQM) was established in 1988 by 14 leading European companies such as Bosch, BT, Bull, Ciba-Geigy, Dassault, Electrolux, Fiat, KLM, Nestle, Olivetti, Philips, Renault, Sulzer, and Volkswagen. Following its establishment, it was announced to the world in 1991 by developing the Management Model, known as the EFQM Model, by a group of academics and industry representatives ([https://www.kalder.org/efqm\\_mukemmellik\\_modeli](https://www.kalder.org/efqm_mukemmellik_modeli)). EFQM has determined its purpose as “to be the driving force for the sustainable excellence of organizations in Europe” ([kalder.org](http://kalder.org)). Today, more than 50,000 organizations in 48 countries around the world, especially in Europe, use the EFQM Model as a management model ([kalder.org](http://kalder.org)).

### **EFQM Model**

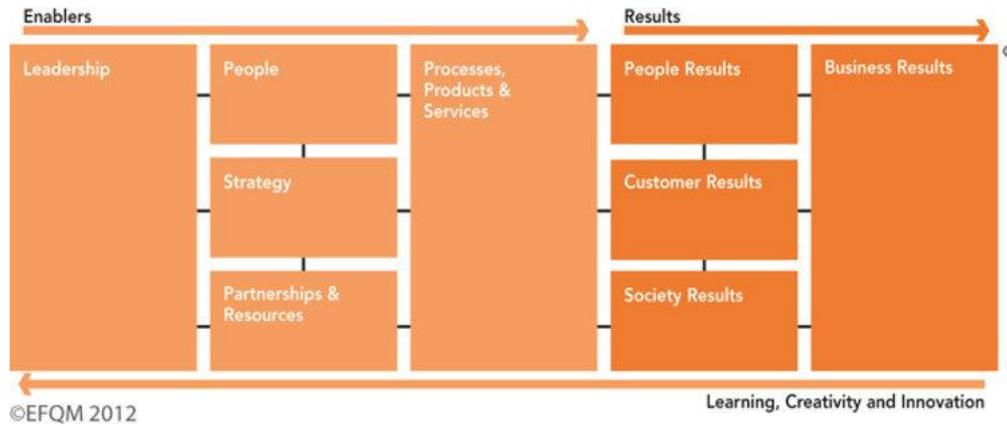
Since 1991, when the EFQM Model was first implemented, it has been a guide for organizations in the world, especially in Europe, to develop a culture of improvement and innovation. Offering a globally recognized management framework, the EFQM Model makes an important contribution to organizations' processes of planning change, managing change and improving their performance ([https://www.kalder.org/efqm\\_mukemmellik\\_modeli](https://www.kalder.org/efqm_mukemmellik_modeli)).

The EFQM Model is a management approach that will help organizations achieve success by measuring where they are in the journey of sustainable value creation. It helps organizations develop new insights, understand possible existing solutions, and improve their performance.

Today, management field experts reveal that organizations need to establish an appropriate management system to be successful, regardless of sector, size, structure or institutional maturity level, and support the development of various management approaches. In general, management systems seem to be concerned with a particular dimension of management. However, management work is multidimensional and varies according to the completed work and the scale of the organization that does the work. Although there are many management tools used together, by providing a holistic perspective, the EFQM Model presents a framework for the organization on how these management tools and techniques can be used in harmony and complement each other. The EFQM model can be used with many different management tools ([https://www.kalder.org/efqm\\_mukemmellik\\_modeli](https://www.kalder.org/efqm_mukemmellik_modeli)) as it provides a framework management approach.

Updates have been made in the EFQM model in the light of new management paradigms that have emerged with changing management needs since 1991. The extraordinary developments in the last thirty years, the change in the way information is produced and disseminated, and the digital revolution have been the main triggers of this change. Finally, as a result of the surveys attended by more than 2,000 change experts, 24 workshops and face-to-face interviews with more than 60 organization leaders, the EFQM 2020 version was published in 2020 and one of the most comprehensive changes took place since the model was started to be used. The EFQM 2020 version has evolved into a structure that understands the new transformation taking place in the world and models it for good management. The structure of the RADAR evaluation system, which is one of the most effective tools in the world in institutional evaluation and is based on the EFQM model, has also been updated in the same way ([www.efqm.org](http://www.efqm.org)).

Although the content of the EFQM Model has changed over time, the principles on which it is based have not changed. However, when the 2013 and 2020 versions of the model are examined, it is noteworthy that there are structural and radical changes.



**Fig 1.** EFQM Model, 2013 Source: EFQM, 2012



**Fig. 2.** EFQM Model, 2020, Source: EFQM, 2019

The three main components of the 2013 version of the EFQM Excellence Model are “Basic Concepts of Excellence”, “EFQM Excellence Model” and “RADAR” (Results, Approach, Deployment, Assessment, Review) evaluation system. The model, which includes Input and Result criteria, consists of 9 main criteria. The "Input Criteria", consisting of Leadership, Strategy, Employees, Collaborations and Resources, Processes-Products, and Services, and having a total of 24 sub-criteria, are structured to examine the approaches of the organization. Results related to Employees, Results related to Customers, Results related to Society, and Results of Business results are handled in 8 sub-criteria in total and are used to understand what the organization has accomplished and accomplished (EFQM Model Book, 2013).

The EFQM Model 2020 version has evolved from the input and result criteria-oriented structure offered by the previous model structures to a cyclical structure. It is divided into three main sections: Direction, Implementation, and Results. There are 7 main and 25 sub-criteria under these main sections. Direction focuses on an inspiring purpose, an aspirational vision, a value-driven strategy, and a mutually beneficial corporate culture. Application focuses on ensuring the commitment of stakeholders, creating sustainable value and performance so that

the organization's strategy can be implemented effectively and efficiently. Outcomes criteria are used to understand what the entire organization has accomplished, including stakeholder perceptions and financial and non-financial indicators. Using the structure of the model, the RADAR assessment tool helps to reveal the level of institutional maturity, to guide the change to be made in the organization, and to identify improvement projects. It also lays the groundwork for international recognition programs run by EFQM and its partners. The EFQM 2020 version also places a strong emphasis on the United Nations Sustainable Development Goals (EFQM Model Book, 2020).

Comparing the 2013 version of the EFQM 2020 model, it could be seen that the 2020 Model was built on the 2013 version. However, the structure of the model was changed from 2013's nine criteria (five inputs, four outcome criteria and 32 sub-criteria) to seven criteria (five enablers and two outcomes). As Bandyopadhyay and Leonard (2016) suggested, the sub-criteria were reduced to 24, allowing for greater flexibility and less bureaucracy. Also, the EFQM 2020 Model is less prescriptive; for example, there is no clear reference to process management and no recommendations for appropriate indicators for outcome criteria 6 and 7 (Fonseca, 2021).

At the time of the completion of this study, it has been observed that there is no academic study on the EFQM 2020 model applications specific to the Tourism Sector yet. All of the studies belong to the applications of EFQM 2013 and earlier versions. However, it is predicted that the EFQM 2020 model applications, which focus on new management and global trends and have a much more flexible structure compared to the past, will rapidly become widespread in the Tourism Sector.

**An Overview of the EFQM Model Context of Academic Studies on Total Quality Management in the Field of Tourism;**

When the academic studies based on Total Quality Management in the Tourism Sector are examined on the Wos database; The effects of quality management models in different tourism destinations (Camison 1996; Benavides-Velasco *et al.* 2014; Raj *et al.* 2017), total quality management practices in enterprises providing tourism services; it has been seen that there are various studies examining the effects of service performance, financial performance, customer satisfaction, employee satisfaction of total quality management practices. When the author keywords of these studies and extra keywords and the frequency of use of the words in the abstract are analyzed with the "R Studio bibliometrics word cloud" application (Aria & Cuccurullo 2017; R Core Team 2022); concepts such as “customer satisfaction”, “performance”, and “total quality management”, “service quality”, “processes”, “competitive advantages”, “employee satisfaction”, “leadership”, “strategy”, “culture” stand out and It has been observed that these concepts are related to the main and sub-criteria of the EFQM model.



**Fig 3.** Total quality management keyword analysis in academic studies of tourism

EFQM, which is one of the most widely used Total Quality Management Models in the world, which has applications in different sectors and enables organizations to remain competitive, is a

study subject that attracts the attention of practitioners and researchers in the field of Tourism (Şanlıöz Özgen 2016).

### Method

The aim of this study is to examine the academic studies on the use of the EFQM Model of the European Quality Management Foundation (EFQM), which is one of the Total Quality Management Models widely used in the world, in the Tourism Sector/Field, with a systematic compilation method. In the research, it is aimed to systematically examine the academic publications in the tourism sector associated with the EFQM model. In the literature, when reviewing studies are examined, three basic methods are used: traditional, systematic and meta-analysis. Each method has advantages and disadvantages with different preparation strategies in terms of academic study (Karaçam 2013). Prisma notification checklist criteria were also used in the study along with the systematic review method (Karaçam 2013; prisma-statement.org). Within the scope of the research method strategy, research questions and purpose were determined first.

Within the scope of the research, the methods, contexts and approaches used in the research were examined, as well as the descriptive information about the studies on the EFQM Model in the Field of Tourism.

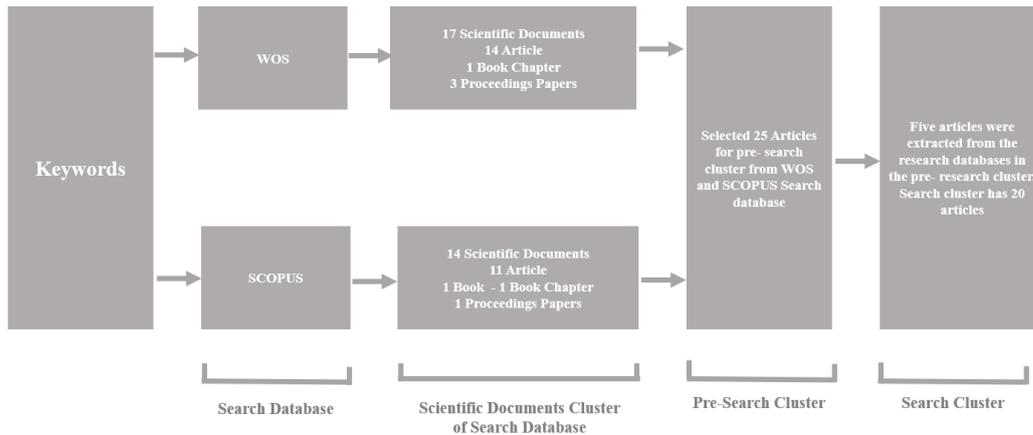
The keywords to be used in the literature review process for the research question were determined. In terms of database selection criteria to be used in the literature review, Web of Science (WOS) and Scopus databases, which scan academic studies in wide research areas and are considered respected in the academic ecosystem, were used. A comprehensive literature search was conducted with keywords in WOS and Scopus databases on 30.09.2021 between 1970-31.12.2020. The methodology used in the literature review is given in Table 1. With the scientific studies obtained after the literature review, a research cluster was created within the scope of the flow in Figure 4. In the systematic compilation process, the criterion of including only research articles in the research setting was adopted. Parameters such as publication years, journals, number of authors, responsible author university and country information, number of citations, and research areas of the articles in the research set were examined in terms of descriptive statistics. The "research purpose", "method", "results and findings" and "discussion" sections of the articles were analyzed and reported.

**Table 1.** Comprehensive literature search methodology in databases (Laurentt and Mendes, 2019).

Search Interval Date	Keywords	Search Content	Search Area	Search Database
1970-31.12.2020	-tourism	("tourism" OR "hotel" OR "hospitality" ) AND "EFQM"	"Topic"	WOS
	-hotel -hospitality -EFQM		"Title","Abstract", "Keywords"	Scopus
1970-31.12.2020	-EFQM	"EFQM"	"Topic"	WOS
			"Title","Abstract", "Keywords"	Scopus

### Findings

The keywords detailed in Table 1 and the number of research articles obtained from the WOS and Scopus databases by year, according to the date range, are given in Table 2.



**Fig. 4.** Flow of Creating a Systematic Review Research Set

**Table 2.** Distribution of research articles accessed in databases by keywords by years

S.N**	Years	Number of Articles	N %	Years	Number of Articles			
					WOS	N %	Scopus	N %
1	1996	1	5	1989-1996	3	0,80	6	1,00
2	2000	1	5	1997-2000	18	4,77	46	7,63
3	2003	1	5	2001-2003	32	8,49	63	10,45
4	2007	1	5	2004-2008	45	11,94	95	15,75
5	2009	1	5	2009	15	3,98	32	5,31
6	2010	1	5	2010	15	3,98	35	5,80
7	2012	1	5	2011-2012	38	10,08	79	13,10
8	2013	1	5	2013	17	4,51	37	6,14
9	2014	1	5	2014	12	3,18	29	4,81
10	2015	1	5	2015	25	6,63	31	5,14
11	2016	2	10	2016	29	7,69	37	6,14
12	2017	2	10	2017	33	8,75	30	4,98
13	2018	3	15	2018	30	7,96	28	4,64
14	2019	2	10	2019	36	9,55	26	4,31
15	2020	1	5	2020	29	7,69	29	4,81
Total		20	% 100	Toplam	377	% 100	603	% 100

\*Keywords

\*\* Sequence Number

\*\*\* Number of research articles related to EFQM in WOS and Scopus database between 1970-2020

In the current literature, it has been determined that the number of publications related to EFQM in the field of tourism and the total number of EFQM related publications in the WOS and Scopus databases are relatively low. While an increase was observed in the field of tourism until 2016-2019, the number of publications in other fields increased and decreased over the years. The most articles about EFQM in the field of tourism were produced in 2018. The journals in which the research articles were published and the effect values of the journals are given in Table 3.

**Table 3.** Review of journals in which research articles were published

S.N.	Journal	1996-2020 Number of Articles	N %	Database	Impact Factor*
1	Tourism Management	2	10	WOS-Scopus	10.967
2	Journal of European Industrial Training	1	5	Scopus	0.437
3	International Journal of Services, Technology and Management	1	5	Scopus	0.130
4	International Journal of Tourism Policy	1	5	Scopus	0.248
5	Acta Universitatis Agricolurae et Silviculturae Mendelianae Brunensis	2	10	Scopus	0.179
6	Service Business	1	5	WOS	2.791
7	Journal Of Green Building	1	5	WOS/Scopus	0.25
8	Rbgn-Revista Brasileira De Gestao De Negocios	1	5	WOS/Scopus	0.925
9	Rosa Dos Ventos-Turismo E Hospitalidade	1	5	WOS	N/A
10	Tourism and Hospitality Management	1	5	WOS	0.33
11	Total Quality Management & Business Excellence	2	10	WOS/Scopus	3.824
12	International Journal Of Quality & Reliability Management	1	5	WOS	0.54
13	Tem Journal-Technology Education Management Informatics	1	5	WOS	0.2
14	Revista De Estudios Regionales	1	5	WOS	N/A
15	International Journal Of Educational Leadership And Management	1	5	WOS	N/A
16	Journal of Tourism Services	1	5	WOS	0.88
17	Journal of Tourism Analysis	1	5	Scopus	0.332
Total		20	%100		

\*Impact values at WOS, Scopus and SCImago addresses in 2020

A total of 20 research articles have been published in 17 different journals related to EFQM in the field of tourism. Only 2 articles were published in 3 journals for research articles. 5 journals are scanned jointly in the WOS and Scopus database. The impact values of the journals for the year 2020 have been researched, and the information on the journals for which data can be accessed have been given in Table 2. When the 2020 impact values have been examined, it has is determined that the highest value is in the "Tourism Management" journal. The names of the research articles, the number of authors, their countries and related universities have been given in Table 4.

**Table 4.** Analysis by authors and countries of research articles

S.N.	Article	Number of Authors	Responsible Author Country	Corresponding Author University	Author/Authors Country
1	Total quality management in hospitality: An application of the EFQM model	1	Spain	Universitat Jaume I	Spain
2	Integrated quality management for tourist destinations: a European perspective on achieving competitiveness	2	Holland	Erasmus Univ.	Holland
3	The challenges of implementing quality in the Irish hotel industry	2	Ireland	Waterford Institute of Technology	Ireland
4	Identifying and determining the key processes for quality management systems in the hotel sector	3	Spain	Universidad de Las Palmas de Gran Canaria	Spain
5	Event and network management: Application of EFQM for tourist destinations	2	Turkey	Yaşar University	Turkey
6	Approaches to the quality management in tourism services	2	Czech Republic	Mendel University	Czech Republic
7	Implementation of quality programs in health care organizations	1	South Korea	Sogang University	Güney Kore
8	A Conceptual Framework For Delivering Sustainable Building Energy Efficiency Retrofit Using The Energy Performance Contracting (Epc) In China	3	China	Chongqing University	China
9	The Effects of Quality Management Practices on Key Results: questionnaires sample for the industry of tourist accommodation in Spain	3	Spain	Universidad de Extremadura Univ Extremadura	Spain
10	The Management Model of European Foundation for Quality Management (EFQM) for Tourist Destinations: A Theoretical Discussion	2	Brazil	Univ Vale Itajai	Brazil- Portugal
11	European Quality Award Winning Companies: A Situational Analysis	1	Turkey	Özyeğin University	Turkey
12	Dependency relationships between critical factors of quality and employee satisfaction	4	Portugal	Polytech Inst Setubal	Portugal- Spain
13	Quality management and customer results: the tourist accommodation sector in Spain	3	Italy	Univ Sannio	Italy- Spain
14	Managing Employees in Macedonian Companies	4	Macedonia	Univ Goce Delcev	Macedonia- Montenegro

**Table 4.** Analysis by authors and countries of research articles (continued)

15	A modified EFQM Excellence Model for effective evaluation in the hotel industry	2	Taiwan	Chien Kuo Technol Univ	Taiwan
16	Applying Total Quality Management in a local government and its impact on urban Strategic Management: The case of San Sebastian	3	Spain	Univ Basque Country, Euskal Herriko Unibertsitatea,	Spain
17	Measuring the (dis) Satisfaction of the Employees in the Macedonian Companies	4	Macedonia	Univ Goce Delcev	Macedonia-Montenegro
18	Implications of the EFQM Model as a Strategic Management Tool in Practice: A Case of Slovak Tourism Sector	4	Slovakia	University of Presov Univ Presov	Slovakia-Czech Republic
19	Quality destination management	3	Czech Republic	Mendel University	Czech Republic
20	Transformational leadership and the European Foundation for Quality Management model in five-star hotels	3	Spain	University of Alicante	Spain

When the number of authors of research articles is examined, it has been observed that publications are generally carried out with research teams of 2-3 people. It can be said that European researchers are more productive in this field. Spanish researchers have been found to be prolific researchers, both alone and together with Portuguese and Italian researchers. When the countries conducting the research are examined, it can be said that there are countries with strong tourism destinations and where tourism activities are intense. Studies were generally carried out by researchers from different universities.

The reference and citation numbers of research articles are analyzed in Table 5.

**Table 5.** Analysis of research articles regarding the number of sources and citations

S.N.	Articles	Years	Number of Sources	WOS Number of Citations	Scopus Number of Citations
1	Total quality management in hospitality: An application of the EFQM model	1996	29	41	58
2	Integrated quality management for tourist destinations: a European perspective on achieving competitiveness	2000	19	166	180
3	The challenges of implementing quality in the Irish hotel industry	2003	134	-	15
4	Identifying and determining the key processes for quality management systems in the hotel sector	2007	25	-	4
5	Event and network management: Application of EFQM for tourist destinations	2009	26	-	4
6	Approaches to the quality management in tourism services	2010	12	-	1

**Table 5.** Analysis of research articles regarding the number of sources and citations (continued)

7	Implementation of quality programs in health care organizations	2012	56	17	-
8	A Conceptual Framework For Delivering Sustainable Building Energy Efficiency Retrofit Using The Energy Performance Contracting (Epc) In China	2013	45	11	12
9	The Effects of Quality Management Practices on Key Results: questionnaires sample for the industry of tourist accommodation in Spain	2014	87	-	3
10	The Management Model of European Foundation for Quality Management (EFQM) for Tourist Destinations: A Theoretical Discussion	2015	20	1	-
11	European Quality Award Winning Companies: A Situational Analysis	2016	39	1	-
12	Dependency relationships between critical factors of quality and employee satisfaction	2016	70	4	-
13	Quality management and customer results: the tourist accommodation sector in Spain	2017	137	5	-
14	Managing Employees in Macedonian Companies	2017	22	0	-
15	A modified EFQM Excellence Model for effective evaluation in the hotel industry	2018	70	7	10
16	Applying Total Quality Management in a local government and its impact on urban Strategic Management: The case of San Sebastian	2018	105	-	0
17	Measuring the (dis) Satisfaction of the Employees in the Macedonian Companies	2018	40	0	-
18	Implications of the EFQM Model as a Strategic Management Tool in Practice: A Case of Slovak Tourism Sector	2019	42	19	-
19	Quality destination management	2019	37	-	1
20	Transformational leadership and the European Foundation for Quality Management model in five-star hotels	2020	67	-	0

Except for 4 of the research articles, all studies were used as references in different academic studies. “Integrated quality management for tourist destinations: a European perspective on achieving competitiveness”, and “Total quality management in hospitality: An application of the EFQM model” are the most cited studies. In addition, the study “Implications of the EFQM Model as a Strategic Management Tool in Practice: A Case of Slovak Tourism Sector” published in 2019 became one of the most cited publications with 19 citations. When the research articles examined are clustered according to WOS and Scopus database research areas,

studies in business, economics, management, accounting, and other social sciences cluster constitute 75% of all studies. 85% of the research articles were published in English, 10% in Spanish, and 5% in Czech.

Research articles were examined under the headings of purpose, method, and findings, and their details were given in Table 6. In an important part of these studies, EFQM applications, strategic management, destination management, corporate evaluation-rating, recognition and reward processes, factors affecting employee satisfaction, key results-performance management, transformational leadership, network management, process management, and determination of key processes in Tourism Enterprises, and like obstacles faced by holistic quality management systems, it was seen that it was handled in a context associated with the EFQM Model or its sub-dimensions. A significant part of the studies was carried out in countries with strong tourism destinations.

### **Conclusion-Discussion**

In this study, academic studies on the use of the EFQM Model belonging to the European Quality Management Foundation (EFQM), which is one of the Total Quality Management Models that are widely used in the world-especially in Europe in the tourism sector/field were examined by systematic compilation method.

It is seen that the practices related to the field of quality in the tourism sector focus heavily on the use of safety, environmental impact (Ex: ISO 22.000, 14.001, 45.001, Safe Tourism Certificate, blue flag, green key, etc.), and local standards (eg: Q For Quality). These standards, a significant part of which include applications at the operational level, undoubtedly create an important and positive impact on the sector.

However, at the point where the tourism industry has reached today, due to its structure that is affected by global trends, continues its activities with international interactions, frequently encounters uncertain environments, and has complex processes and comprehensive business models, it needs to establish its managerial processes with much more inclusive and sophisticated approaches. It is a fact that the use of comprehensive management models is needed to understand and manage complex situations such as rapidly developing technology, digital revolution, changes in consumer behavior, and global crises. It is possible to find these comprehensive models in Total Quality Management models with several different approaches. When the tourism literature is examined, it is seen that academic studies on Total Quality Management are limited.

Similarly, it is possible to talk about the same limitation regarding the EFQM Model of the European Quality Management Foundation, including the Total Quality Management philosophy, which is the subject of this study. When the tourism literature was scanned, qualified but few studies were found. In these studies, EFQM applications in Tourism Enterprises, strategic management, destination management, corporate evaluation-rating, recognition and reward processes, factors affecting employee satisfaction, key results-performance management, transformational leadership, network management, process management, and determination of key processes, holistic quality. It is discussed in a context that is associated with the EFQM Model or its sub-dimensions, such as the obstacles faced by management systems. Almost all of the studies were conducted in countries with strong tourism destinations.

**Table 6.** Academic Studies Based on the EFQM Model in Tourism.

Sequence	Resource	Aim	Method	Findings
1	Dobrovic, et. al., 2019	To exhibit the use of the EFQM management tool in 600 tourism businesses operating in Slovakia, to identify barriers that make it difficult to apply the EFQM Model while managing overall performance	Questionnaire method was chosen as data collection tool in the research and likert scale was used. Questions focused on the EFQM model and its use	It has been determined that the most important obstacles to the implementation of the EFQM model are the lack of financial and personnel resources. The actual use of the EFQM Model in Slovak tourism establishments has been mapped.
2	Camison 1996	It was conducted to provide empirical evidence on the extent to which the EFQM model can help Valencia hotel businesses know and close the gap between their quality perceptions and their self-assessed quality performance.	Two different questionnaires were designed, one to be applied to the management of the hotels and the other to the customers of these hotels. The variables to be studied were determined based on the criteria of the EFQM model. Scoring was performed by considering the EFQM model criterion weightings.	The evaluations of the customers regarding the total quality of the hotels examined are more negative than the evaluations of the managements. The sharpest differences were found in customer satisfaction and employee satisfaction criteria. It has been observed that the quality perceived by the customer and the management harmonizes as the number of stars in the hotels increases.
3	Limberger, and Mendes, 2015	The purpose of this research is to discuss the adaptation of the EFQM model to touristic destinations.	A bibliographic search was conducted in the EBSCOe Science Direct database. The articles that came out as a result of the search were examined and the comparison of the EFQM Model was discussed.	It has been evaluated that the degree of excellence of the chain of services provided in a touristic destination determines the quality of the tourist experience, and it is important to apply the EFQM model for the management of touristic destinations.
4	Şanlıöz-Özgen 2016	It is aimed to address the situation of the tourism industry among the organizations that have won the European Quality Award as part of the service sector.	Companies that won the EFQM Quality Award (EQA) are classified according to their NACE codes and Tourism sector organizations are determined.	It has been observed that only 3 tourism organizations are among the 42 organizations that won the EFQM European Quality Award. It has been noted that it is worth researching that the tourism sector is represented by very few (three) organizations compared to the rate of development.
5	Liu, and Ko, 2018	By using the Fuzzy Analytical Hierarchy Process (Fuzzy AHP), it aimed to develop the European Foundation for Quality Management (EFQM) Excellence Model, which has new/specialized scores especially for the hotel industry.	Using Fuzzy AHP, which is one of the Multi-Criteria Decision Making methods, how the criterion scores of the EFQM model can be changed for the hotel industry has been examined. 15 field experts, practitioners and academics participated in the study.	It has been determined that the EFQM Excellence Model with new criteria scores rated by hotel industry experts differs significantly from the existing EFQM Excellence Model.

**Table 6.** Academic Studies Based on the EFQM Model in Tourism (continued).

Sequence	Resource	Aim	Method	Findings
6	Banales-Mallo <i>et al.</i> 2018	It is aimed to analyze the relationship between the basic principles of TQM in local managements and the integrative approach of Strategic Management, and to consider the EFQM Excellence Model in a local management.	A holistic re-investigation of a single case is discussed. For the information collection process, in-depth interviews, documentary evidence review and direct observation were conducted with experts in the field of urban management, tourism and TQM in local managements.	It has been determined that city managers encourage Strategic Management by using the EFQM Excellence model and thus contribute to making the city more competitive.
7	Go & Govers 2000	It is aimed to determine whether selected European destinations implement integrated quality management as a way to increase their competitiveness.	A comparative destination survey was conducted using eight best practices in four European countries based on the European Foundation for Quality Management (EFQM) model.	The results showed that integrated quality management in touristic destinations is rather underdeveloped. In general, destinations have been found to tend to be strong in some element of the EFQM model, such as policy, strategy or human resource management.
8	Alvarez-Garcia <i>et al.</i> 2016	It is aimed to analyze the structure of the relations between the critical factors of quality and employee satisfaction.	A survey including seven dimensions of the EFQM excellence model was conducted to the managers of 566 tourism enterprises with "Q For Tourism Quality" certification in the Spanish tourism accommodation industry and the relationship between these dimensions and employee satisfaction was tried to be expressed.	The results showed the interaction of employee satisfaction with process management, quality policy and planning, which are critical quality factors. In addition, it has been determined that the leadership criterion is an important factor in obtaining results from the employees through other variables that make up the model.
9	Alvarez-Garcia <i>et al.</i> 2017	It was conducted to examine the relationship between the critical factors of Quality and customer results in the Spanish tourist accommodation sector.	The data obtained from 186 touristic accommodation establishments certified within the scope of "Q for Tourism Quality" in Spain were analyzed with the structural equation models technique.	The positive relationship between leadership and collaborations and resources, quality policy/planning, employee management and learning dimensions has been confirmed. It has also been shown that there is a positive and direct relationship between continuous improvement processes and quality.
10	Lee 2012	It is aimed to empirically evaluate the quality programs (MBHCP, EFQM, JCI, ISO 9001) used in the health sector and to reveal the implementation strategy.	A survey of international patients who visited South Korea for health tourism in 2008 showed that 48.4% cited "quality of medical service and technology" as their reason for choosing Korea. Data for this study were collected from 254 hospitals in South Korea by survey method.	It was determined that the most commonly used quality improvement programs by the hospitals surveyed were TQM (60.6%), Six Sigma 45.3%, ISO 9000 standards 33.9% MBNQA (17.3%), EFQM (4.3%) and JCI (0.8%). It has been evaluated that the implementation of these programs has contributed significantly to the development of health tourism in South Korea.

**Table 6.** Academic Studies Based on the EFQM Model in Tourism (continued).

Sequence	Resource	Aim	Method	Findings
11	Garcia <i>et al.</i> 2014	It is aimed to examine the direct and indirect effects of quality management practices on key results.	It is tested by using data collected from a survey based on the EFQM Model from a sample of 186 accommodation companies certified by the "Q for Tourist Quality" standard in Spain. The hypotheses formulated using the Structural Equation Model (SEM) technique were tested.	The results revealed that quality practices and two practices process management and quality policy/planning had a direct and positive impact on key outcomes. It was concluded that the quality practices that most affected the key results were "leadership" and "quality policy/planning".
12	Mitreva <i>et al.</i> 2018	It is aimed to analyze the care and commitment and job satisfaction/dissatisfaction of the employees in Macedonian companies.	Based on the list of 3109 Macedonian companies prepared by the Macedonian Chamber of Economy, the research was conducted through a survey and a detailed study collected by the research team about the companies. The study was conducted using the European Quality Award Criteria.	The data obtained from the research defined the precautions that the management should take in order to create permanent value for the employees. It has helped provide useful information about improving business processes. The findings of adopting the TQM strategy, improving employees and teamwork, and improving processes before purchasing new technologies are included.
13	Mitreva <i>et al.</i> 2017	It aimed to examine how Macedonian companies' managers plan and develop staff as a job resource in accordance with the criteria for receiving the European Quality Award.	Based on the list of 3109 Macedonian companies prepared by the Macedonian Chamber of Economy, the research was conducted through a survey and a detailed study collected by the research team about the companies. The study was conducted using the European Quality Award Criteria.	It yielded useful results that Macedonian companies should adopt to improve their product/service as well as business processes and business culture. Findings and recommendations regarding the importance of a new TQM strategy and management system, employees, teamwork, and the development of processes before purchasing new technology are included.
14	Xu <i>et al.</i> 2013	An effort has been made to develop a framework utilizing the EFQM model for sustainable Building Energy Efficiency Strengthening (BEER) studies using the Energy Performance (EPC) mechanism in China. This framework has been explored in the Hotel Industry and energy companies.	BEER and EPC mechanisms in hotel buildings have been reviewed and the relationships between sustainable development and BEER and EPC mechanisms have been defined. A conceptual framework has been created based on the EFQM Excellence Model. This framework has been tested through qualitative interviews with experts from Hotel Industry and Energy Management companies.	A significant number of interviewees stated that the developed conceptual framework developed could be a guideline for incorporating the sustainability principle into BEER projects. Through the analysis of the collected qualitative data, 11 key performance indicators (KPIs) for sustainable BEER and 28 Success Factors for EPC were identified.

**Table 6.** Academic Studies Based on the EFQM Model in Tourism (continued).

Sequence	Resource	Aim	Method	Findings
15	Portela Maquieira <i>et al.</i> 2020	It was conducted to analyze quality management (through the European Foundation for Quality Management-EFQM-model) and transformational leadership in hotels in Spain.	The study analyzed 102 5-star hotels that answered a questionnaire about transformational leadership and the EFQM model. The relationship between transformational leadership and quality was analyzed. A 5-point Likert scale was used in the questionnaire.	It has been revealed that chain hotels have a higher level of leadership and more advanced employee and process management than independent hotels. Also, hotels that focus on a holiday product show less attention to the strategy dimension in the EFQM model. The contribution of transformational leadership to the improvement of the quality management of hotels was highlighted as an important result.
16	Dania <i>et al.</i> 2019	On the basis of the excellence model EFQM (European Foundation for Quality Management), it is aimed to evaluate the importance of destination management for organizations and to reveal the differences between organizations with and without quality certificates.	Primary and secondary data were used in the research. For primary data, an electronic questionnaire designed and conducted for Destination Management organizations operating in the Czech Republic. The form of the questionnaire was designed in accordance with the EFQM model. Secondary data were obtained by analyzing articles and web presentations on Czech Tourism.	It has been demonstrated that certification has a significant and positive effect on quality management. It has been determined that the quality of the Certified Destination Management Organizations is also noticed in process management, control, more comprehensive strategic planning and monitoring.
17	Vajčnerová & Ryglová, 2010	It focuses on the quality systems used in tourism services. It aims to evaluate the facility standards (Hotelstars, HACAP), ISO group standards and more complex management models (EFQM, IQM) used in the Czech Republic with observation-based approaches.	Methodical examination of quality systems, discussion and inference were made.	In the study, besides supporting the quality of tourism services, the necessity of creating a national quality system or using the existing European systems of international character has been pointed out.
18	Ozdemir & Kozak 2009	It is aimed to evaluate the 2005 Universiade Summer Games held in Izmir, Turkey, from various aspects with a case study in the context of event and network management.	Data collection was based on a semi-structured face-to-face interview using the EFQM Model criteria and a telephone interview between people directly responsible for this organization.	Although the events represent a short-term attraction, it has been determined that they play an important role in promoting the destination and strengthening its image, and that the 2005 Universiade Summer Games make a significant contribution to the promotion of the destination at both local and national levels, and also create economic and social returns.

**Table 6.** Academic Studies Based on the EFQM Model in Tourism (continued)

Sequence	Resource	Aim	Method	Findings
19	Robaina, and Espino Rodríguez, 2007	In response to the need to identify and define the strategic value of processes within the scope of Quality Standards (ISO 9001, EFQM), it is aimed to examine a methodology combining "Resource Based Opinion (RBV)" and "process based approach".	14 in-depth interviews were conducted to inventory the processes of a hotel business. A representative sample group of 50 hotel managers was surveyed to determine the strategic value of processes according to the Resource Based View (RBV). The analysis stages of the survey results were followed in order to obtain the factors that determine the strategic value of the processes and to group the processes in different categories.	The processes that need to be strengthened were determined through objective measurements. In addition, a framework is presented to help managers understand and fully utilize their resources and capabilities in processes, and to create benchmarks that allow them to improve performance targets in their processes.
20	Keating and Harrington, 2003	It is prepared to review the literature on the implementation of quality programs in the Irish hotel industry.	A literature review was conducted on the quality management systems and practices in practice in the Irish Hotel Industry.	It was concluded that the integrative nature of the European Foundation for Quality Management (EFQM) model for business excellence can provide a useful framework for the practice of quality in Irish hotels and the potential of such frameworks in the Irish context should be evaluated.

In some of the studies, the EFQM Model applications in tourism enterprises and the obstacles in front of the applications were discussed. In the study conducted by J. Dobrovic *et al.* (2019) on 600 tourism enterprises operating in Slovakia, it was determined that the two most important factors that could hinder the implementation of the model were sufficient financial resources and human resources. In addition, it has been concluded that the Model has not yet been applied in tourism enterprises in sufficient numbers and levels. A similar finding was included in the study of H. K. Şanlıöz Özgen (2016); it was emphasized that only 3 of the 42 businesses that applied and won the European Quality Award (EFQM Award) were tourism businesses. In the study conducted by C. Camison(1996) on 250 samples in Valencia hotel businesses, based on the EFQM model applications and criteria, it was seen that the quality performance perceived by the management was well above the quality performance perceived by the customers. The research has shown that the dimensions of education, motivation, and employee satisfaction are important in customer satisfaction. In terms of customer satisfaction, the coastal hotels were negatively differentiated, and it was observed that the quality perceptions of the customers and the management harmonized as the number of stars in the hotels increased. S. Portela Maquieira *et al.* (2020) studied quality management in hotels in Spain in the context of the EFQM model and transformational leadership. In general, it has been revealed that chain hotels have a higher level of leadership and more advanced employee and process management than independent hotels. Also, hotels that focused on a holiday product paid less attention to the strategic dimension in the EFQM model. A striking study of EFQM applications in the hotel industry was conducted by Liu, YL; Conducted by Ko, PF, (2018). 15 field expert practitioners and academics participated in the study, in which the criteria scores of the EFQM model were evaluated for the hotel industry. It was concluded that taking this new score framework, which was revealed in the EFQM evaluation studies for the hotel industry, will increase the efficiency of the evaluation. M. Keating(2003) found that the integrative nature of the EFQM Model for business excellence provides a useful framework for quality practices in Irish hotels. Similarly, I. Vajčnerová, K. Ryglová (2010) pointed out the necessity of creating a national quality system or using existing European systems of an international character.

In some of the studies, it was observed that the EFQM Model focused on the use of Destination Management. A. Banales-Mallo *et al.* (2018) through in-depth interviews with experts in the field of urban management, tourism, and TQM on the example of San Sebastian; It has been determined that city managers encourage urban Strategic Management by using the EFQM Excellence model and thus the EFQM Model approach contributes to making the city more competitive. F. M. Go.; R. Govers(2000) conducted comparative destination research using eight best practices (Glasgow, St. Andrews, Blackpool, Knokke Heist, and Dublin) in four European countries based on the European Foundation for Quality Management (EFQM) model. Contrary to a balanced and integrated approach to the quality management of destinations in general; some elements of the EFQM model, such as policy, strategy, or human resource management tend to be strong. P. F. Limberger; J. D. Mendes (2015) evaluated that there is a need for destination management to improve the quality of tourist experience and that it is important to apply the EFQM model for the management of touristic destinations. In Destination Management organizations operating in the Czech Republic, in the study conducted by T. Dania *et al.* (2019) in accordance with the EFQM model, it has been concluded that certification has a significant effect on quality management and that quality in certified Destination Management Organizations makes a difference, especially in process management, control, comprehensive strategic planning, and quality monitoring. The study also emphasized the importance of the EFQM Model for destination management.

In the current literature, a group of researchers examined the interactions of the EFQM Model criteria in the tourism industry. J. Alvarez-Garcia *et al.* (2016) analyzed the relations between critical factors of quality and employee satisfaction in 566 tourism enterprises certified under "Q for Tourism Quality" in Spain and showed the interaction of employee satisfaction with process management, quality policy, and planning. J. A. Garcia *et al.* (2014) examined the effects of quality management practices on key outcomes for the tourist accommodation industry in Spain, revealing that quality practices and process management, and quality policy/planning have a direct and positive impact on key outcomes. In addition, it has been determined that one of the factors that most affect quality practices is "leadership". In the study conducted by V. P. Robaina, , T. F. Espino Rodríguez, (2007) in the Gran Canarian Island hotel sector, an inventory of hotel management processes was taken and the strategic value of the processes was tried to be determined according to the Resource-Based Approach (RBV).

In addition, studies investigating the use of the EFQM Model and criteria in areas such as energy management and health tourism in the tourism industry are also included in the literature (D. Lee, 2012, P. P. Xu,; E. H. W. Chan; P. T. I. Lam , 2013). It has been observed that there is a need to increase the qualified applications of the EFQM Model put forward by the European Quality Management Foundation in the tourism sector. In addition, there is a need for a holistic examination of the EFQM Model applications specific to the sector, and to deepen the studies to be carried out by considering the applications in the context of main and sub-criteria. It has been evaluated that it would be useful to examine the EFQM Model applications separately in structures that produce different services such as accommodation enterprises, transportation enterprises, tour operators, and destination management organizations, which are among the components of the tourism sector.

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In the light of these discussions, the EFQM 2020 version offers a strong option for the institutionalization needs of tourism businesses, new global trends, challenging environmental conditions, the development of adaptability, and the protection and development of competitive conditions. It is extremely important that many more tourism enterprises apply the EFQM Management Model and be the subject of new studies, and it is foreseen that it will make valuable contributions to tourism literature.

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