



The Problems Faced by Hotel Security Managers: Antalya Case

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Abstract

Trust and security are the common problems for everybody. In this respect, we can imply that the tourists in the accommodation facilities pay more attention to this, which makes the security departments in these facilities more and more important. Accordingly, this study was conducted in order to reveal the problems faced by the managers of the security departments struggling for the tourist to have a peaceful and comfortable holiday while staying in the accommodation facilities. The study was completed according to qualitative research methods design via the interviews with the security managers in the hotels. According to the findings of the research, it was revealed that in the accommodation facilities, there were problems regarding the tourists, security staff, other staff and managers. The most important of these are; the guests drinking too much alcohol and disturbing others (other tourists and staff), and the security staff and other staff being late for work or not coming to work without informing.

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INTRODUCTION

Tourism sector is an area that involves economic, social and physical areas. There is a wide range of expectations from the holiday enterprise from the location and the physical structure of the enterprise to the accommodation services, food and beverage services, animation and security (Yazıcı-Ayyıldız, Okul & Ayyıldız, 2019, pp. 72). In the hierarchy of needs by Abraham Maslow, it is stated that security need is the second most important need after physiological needs. People tend to feel safe in every setting. Accordingly, the idea of providing peace and security for people and maintaining this environment of trust has existed throughout history (Kızılkaya & Sönmez, 2003, p. 18).

Neocleous (2006, p. 72) states in his work that the word security comes from the Latin “*securitas/securus*” etymologically and expresses that the word security is derived from the word “*sinecura*”, which means “being free from worry, sorrow, anxiety and having no nuisances”. In other words, security is etymologically defined as being free from anxiety and danger in Latin language. Security is one of the most fundamental elements for the realization of tourism activities (Altınkaya & Atik, 2016, p. 1). It is more important for the tourists to be sure that they will face no risks rather than not doubting that they will be protected against risks (Aras, 2017, p. 585). A safe holiday is one of the indispensable elements of tourism. One of the features that tourists seek first when choosing a holiday destination is that the holiday destination is safe. Many factors can be influential in whether the tourists perceive the holiday destination safe or not (Seçilmiş, 2009, p. 152). Security and safety are among the most important factors in choosing the hotel by the guests (Chan & Lam, 2013, p. 202).

Taking the security precautions in order to meet the security needs of tourists cannot be a measure of the appropriateness of tourism policies. It is necessary to ensure that the security precautions taken do not have a negative impact on the security perceptions of the countries and agencies sending tourists and those of the tourists (Aras, 2017, p. 587).

The problems regarding the security experienced by the hotels in the tourism industry can take an important place. These can be categorized as the security problems within the hotel and those outside the hotel (staff housing). They can also be divided into two as staff-related problems and customer-related problems. In this study, it was aimed to reveal the problems faced by security department managers in five-star hotels in Antalya/Turkey during their terms of employment in the hotels.

Literature Review

In the research by Hu (2016) on the application of fault tree analysis on building fire safety of hotels, it was revealed that the fault tree method helped identify existing or potential risk factors within the system, determine the errors of the system, provide a scientific base for increasing system security design, develop safety technology measures, establish safety management measures and analyze accidents.

In their study, Polat and Polat (2014) observed the relationships between the type of crime that tourists are the victims of and their various demographic characteristics, and just like other researchers, they made several suggestions regarding the security measures to be taken.

In their study, Chan and Lam (2013, p. 215) stated that among the five hotel security and safety systems perceived most by the guests were; well-equipped fire prevention systems in accordance with local regulations, emergency

plans (e.g. fire evacuation plan), emergency lighting system, 24/7 uniformed security guards, regularly testing hotel security and safety systems, and closed circuit television systems (CCTV) in the public areas of the hotel.

In the study by Seçilmiş (2009), the factors affecting the security perception were discussed by correlating it with the tourism sector, and in this regard, it was aimed to determine the relationships between the security perceptions of tourists regarding İstanbul city and their personal characteristics by means of a survey conducted on domestic and foreign tourists.

The Concept of Security in Tourism

Tourists can develop a negative image and make changes in their holiday plans if they perceive any risks in terms of personal security or feel insecure about the destination they are staying in or they will stay in (Aksu, Aktaş, Oku & Şentürk, 2013, p. 744). When choosing a destination, tourists do not only decide according to the price or the image of the destination but they also decide according to personal security and safety they perceive (Pizam, Tarlow & Bloom, 1997, p. 23). In this respect, the importance of security comes into prominence.

In general, security is the fact that the individual feels protected and in peace against existing dangers. The concept of security is a phenomenon encountered in all forms of behavior that necessitates “maintaining existence and surviving”. Security, which, in fact, embodies a wide meaning involving individuals, societies, companies, states and finally international order, is characterized as a concept that diversifies in accordance with the perceptions and expectations of these actors (Çevik, 2008, pp. 24-25). It is defined as the fact that the facilities and staff takes necessary protective and preventive measures against all kinds of physical, intellectual and actual sabotage and attacks, industrial spying, fire, looting, destruction, work leaving or slowdown on purpose or management shaking (Bakkal, 2009, p. 5). In addition to this, the ideological approaches of the employees and the low security awareness of the guests can increase the probability of building fire (Hu, 2016, p. 524).

Tourism is one of the important aspects of the service sector. In this regard, plenty of staff are employed. Accordingly, it can be stated that in some hotels, the staff of some departments are employed by outsourcing, while the staff of some other departments are employed by the departments themselves. In this respect, together with the fact that the security department staff in the hotels work as connected to the hotel, they can be employed either by the hotel itself or by using outsourcing. The belongings of the guests and those of the hotel are the responsibility of the guests and the staff first, and then the security department. The fact that the belongings of the guests and especially the valuable things are stolen and that such incidences are frequently repeated significantly affect the hotel management, and even the success of the hotel (Şener, 1997, p. 189). Besides, such incidences may lead to the deterioration of the relationships between the hotels and their stakeholders.

Extraordinary events can always be encountered in the hotel enterprises. The most important of these events are; fire, death, accident, loss of property, destruction of the facilities and fixtures of the hotel by its customers, theft, deliberately created events and etc. Hotel enterprises have to take preventive measures against these events and always be prepared. This requirement arises in terms of maintaining the prestige of the hotel (Olalı, Korzay & Yavuzer, 1989, p. 560).

This research was carried out in order to reveal the problems faced by the security managers working in the hotels, and accordingly, it was aimed to reveal all the problems experienced in the facilities. Therefore, contrary to the

studies carried out previously in this field, it presented the security problems experienced in the hotels in a shorter way via the views of the security staff and provided a source of information for hotel managers.

Due to the purpose of the research, the concept of private security should be explained first, and then the other aspects of the research should be examined. The pioneers of private security as a concept are the USA and Sweden. Private security is a concept that emerged in the west with industrialization. Philip Sorenson, who operated in providing industrial companies with the trained staff in preventing flood, accidents, fire and crimes in the 1950s, and Allan Pinkerton, who was the owner of the first private security company founded in 1850 are considered as the pioneers in Sweden. Today, with around 40,000 employees, this company is regarded as the most powerful private security company of the world (Çetin, 2007, p. 15).

In the 20th century, the private security sector has been fully understood and remarkable development has been observed. The employees in the private security sector in France have brought some threats into question. The fact that the employees in commercial security companies serving for money transferring and as personal security, bodyguards and watchmen had criminal records and that they abused their duties caused uneasiness in the society, and thus, the state considered improving these commercial companies rather than removing them totally and made new regulations in 1983-1986 (Dönmez, 2007, p. 106). The law on special security was accepted in Turkey in 10 June 2004. According to the law, private security officers must meet the requirements mentioned in Article 10 (Özel Güvenlik Hizmetlerine Dair Kanun, [Law, on, Private Security Services], 2004).

The Purpose of the Research

This study was carried out in order to reveal the problems faced by the managers of the security departments working in the accommodation enterprises within the tourism industry. For this purpose, the following question was asked to the managers of the security departments in the hotel enterprises in Antalya:

- What are the security-related problems that you have faced during your time of work in the accommodation enterprises?

In addition to this, the managers of the security departments working in the accommodation enterprises were asked follow-up questions in the interviews regarding the problems they have faced with the customers, the staff in their departments, the staff of other departments and the managers of other departments. In this regard, when the data of the study was analyzed, the information obtained from the managers of the security departments was given in tables and presented to the readers.

Method

The study was conducted practically with exploratory and descriptive design. The interviews made with the managers of accommodation facilities were performed between 20 August 2019 and 20 November 2019. In the study, which was conducted as a case study, it was aimed to reveal the problems faced by the security managers working in the accommodation enterprises within the tourism industry from their own perspectives. For this purpose, the interview, which was selected as the qualitative data collection method, was prepared in a semi-structured manner. The semi-structured interview can reflect the views of the individuals or groups regarding the incident. If it is expressed clearly, the observations can be collected in the interview together with the comments (Clark, Riley, Wilkie & Wood, 2000). Within the scope of the study, it was aimed to reach all the hotel enterprises in Antalya/Turkey.

Sample selection was performed since it was difficult to reach the whole population. Convenience sampling method, which was among the purposeful sampling methods in qualitative research, was used (Marshall, 1996; Özen & Gül, 2007; Yıldırım & Şimşek, 2016, Güçlütürk-Baran, 2019). In this respect, interviews were made with the 23 managers of the security departments in the accommodation enterprises. The reason why face-to-face interview technique was selected was to be able to acquire more efficient information regarding the purpose of research and determine various different points. The interviews lasted for approximately 30-40 minutes and they were conducted face-to-face with the managers. The managers did not want any audio recording.

The data collected through qualitative techniques can be analyzed in various ways such as descriptive analysis and content analysis (Kosovalı, Pınar, Yağcı & Miral, 2010, p. 398). The analysis of the data obtained from the study was performed through content analysis. The four stages of the content analysis; creating the theoretical framework, processing the data according to the thematic framework, defining the findings and interpreting them, was performed in this study (Yıldırım & Şimşek, 2005). In terms of validity and reliability, the same questions were asked with the same words during the interview processes. Obtaining positive impressions as a result of the observations, the willingness of the participants and the examination of the data by two different researchers following the interview were the other factors providing the validity and reliability in the study (Güçlütürk-Baran, 2019, p. 7). The data obtained from the interviews were presented with a descriptive approach, with as much reference as possible to the original form of the data and directly quoting the statements of the participants when necessary (Karataş, 2015, p. 72). After the interviews, some of the data in the content analysis section were organized in regular sentences though there were inversions. The data obtained in the content analysis were classified by using the coding method. The coding was completed according to the characteristics determined in the research question. Reception analysis, which is in parallel with the coding and encoding, approaches the media content as encoded discourses patterned with ideology and symbols. In this method, the tracks/receptors are positioned so that they produce meaning. The researcher observes the tracks/receptors during the decoding process and tries to acknowledge how the media messages are read by asking deeper questions to tracks/receptors (Şeker & Şimşek, 2012, p. 115). In the following section (findings), first of all, the demographic characteristics of the participants were presented in a table, which was followed by the other tables and explanations regarding the data obtained according to research question.

Findings

Table 1. The Demographic Characteristics of Security Executives

Name	Age	Gender	Marital Status	Educational Status	Seniority in the Sector	Hotel Status	The Location of the Hotel in Antalya
Participant 1	48	Male	Married	Undergraduate Degree	28	5 star	Kemer
Participant 2	50	Male	Married	Undergraduate Degree	27	5 star	Kemer
Participant 3	38	Male	Married	Undergraduate Degree	15	5 star	Kemer
Participant 4	45	Male	Married	Associate Degree	20	5 star	Kemer
Participant 5	35	Male	Single	Associate Degree	20	5 star	Belek
Participant 6	36	Male	Married	Undergraduate Degree	18	5 star	Belek
Participant 7	37	Male	Single	Undergraduate Degree	17	5 star	Belek
Participant 8	38	Male	Single	Associate Degree	18	5 star	Side
Participant 9	38	Male	Married	Undergraduate Degree	17	5 star	Kemer
Participant 10	39	Male	Married	Undergraduate Degree	20	5 star	Kemer
Participant 11	43	Male	Married	Undergraduate Degree	25	5 star	Belek
Participant 12	43	Male	Married	Undergraduate Degree	23	5 star	Belek
Participant 13	45	Male	Married	Undergraduate Degree	22	5 star	Side

Table 1. The Demographic Characteristics of Security Executives (continuation)

Participant 14	45	Male	Married	Associate Degree	25	5 star	Belek
Participant 15	49	Male	Married	Undergraduate Degree	24	5 star	Belek
Participant 16	45	Male	Single	Undergraduate Degree	25	5 star	Kemer
Participant 17	43	Male	Married	Associate Degree	20	5 star	Kemer
Participant 18	40	Male	Married	Undergraduate Degree	17	5 star	Kemer
Participant 19	40	Male	Married	Undergraduate Degree	16	5 star	Kemer
Participant 20	39	Male	Married	Undergraduate Degree	19	5 star	Side
Participant 21	35	Male	Single	Undergraduate Degree	13	5 star	Kemer
Participant 22	32	Male	Married	Associate Degree	10	5 star	Belek
Participant 23	34	Male	Married	Undergraduate Degree	11	5 star	Belek

When Table 1 was examined, it could be seen that the majority of the participants (21) were thirty-five years old and above, while only a few of them (2) were between 30-35 years old. In this regard, it could be understood that the managers of the security departments were generally middle-aged men. In addition to this, it could be stated that most of the security managers (18) were married and only a few of them (5) were single. When the education status of the security managers was examined, it could be seen that 17 of them had undergraduate degree and 6 of the had associate degree. Their seniority in the sector was 15 years and above for 20 of the security managers and between 10-15 years for only 3 of the security managers. When the stars of the hotels were considered, it could be noted that the interviews with the participants were all held in five-star hotel facilities. Finally, it could be seen that the study was completed in the touristic areas of Antalya city in Turkey.

Table 2. The Problems Faced with the Guests

Name	Problems
Participant 1	They usually hide their bracelets and prevent us from recognizing them. Their behavior at the hotel varies after drinking alcohol. They look as if we were following them and disturbing them.
Participant 2	In the evening, they wander around the pool being drunk and put themselves at risk as we always put pesticides into the pool regularly for cleaning. There are those who jump into the pool.
Participant 3	Often after drinking alcohol, they behave rudely towards other guests. There are also those who accidentally try to enter someone else’s room. There are people crashing into the other guest’s car in the parking area.
Participant 4	When they drink alcohol in their rooms, they speak loudly and disturb other guests. They cause complaints and they say “what have we done?” when we ask. They press all the buttons of the elevator and get off the elevator. There are people who try to get the belongings of other guests.
Participant 5	Although we treat the guests kindly at the entrance of the hotel, they sometimes say that I came here to stay and have a holiday and they forget that we are there for their rest and peace. Some guests’ attempts to pick up the hotel belongings create an ugly impression.
Participant 6	I see that some guests in the hotel are disrespectful to our staff. They try to behave badly or make practical jokes.
Participant 7	The guests are especially trying to carry their drinks and food to their rooms. Even if our hotel is all-inclusive, it is tiring for us to prevent the gusts from bringing food and drinks into the rooms. Some guests disturb other guests when they enter the disco.
Participant 8	After drinking alcohol, the attitudes of the guests generally change towards the staff or other guests. They speak and shout loudly, which causes discomfort. There are also problems caused by hitting the cars in the parking area.
Participant 9	Our guests do not cause any problems usually. Along with the all-inclusive system, there are people who drink a lot of alcohol and sometimes disturb others.
Participant 10	Our guests usually try to take food and beverages to other areas due to the fact that the area of the hotel is wide. For example, some guests try to take the glasses to the poolside though it is forbidden and when we warn them, they say “why is it a problem?”. There are also those who drink too much alcohol.
Participant 11	There are people who are coming to stay in the hotel for harming others or stealing things. The customers who drink too much alcohol change, which causes discomfort.
Participant 12	There are those who enter the room of other guests or try to party and have fun. We warn them when the fun goes up too much and disturbs others.

Table 2. The Problems Faced with the Guests (continuation)

Participant 13	Sometimes customers try to take someone out in the hotel and even into their rooms. It is ugly to try to take a person who is not in the reservation list into their room. The customers who drink too much alcohol in the disco can disturb others.
Participant 14	There are troubles we are experiencing due to the loss of valuable items. Sometimes the guests do not obey the warning signs and try to enter in different places that they are not allowed.
Participant 15	Customers often leave their little children alone in the facility and then, they start shouting “where is my child?”.
Participant 16	We are experiencing problems arising from unlimited alcohol consumption. The customers who drink too much alcohol do not even remember where they are. They do not also remember their room numbers.
Participant 17	Small children in the aqua park of the hotel sometimes want to use the stuff outside the place allocated for them and sneak in the aqua park section of the hotel secretly with food and drinks. The guests leave their children alone inside the facility and then, all the staff of the facility puts effort so as to find the missing child.
Participant 18	Guests often have problems caused by too much alcohol consumption. When one of the female customers drank too much alcohol and hit on our staff.
Participant 19	Generally, guests do not want to queue at the snack bar. When they drink alcohol, loud conversations and disturbing behaviors increase.
Participant 20	Some of the customers make water jokes in the pool, which causes discomfort and leads to have a bad holiday time for both parties. When young groups arrive to stay, problems related to alcohol increase, they drink too much alcohol and go to each other’s rooms, and thus, loud conversations are shouting increases.
Participant 21	While some of the customers are very neat and quiet, some others behave in such an ugly manner that they disturb them. Once, two female guests said that the other guests hit the door of their room in order to disturb them. There are also those who turn on fire extinguishers or smoke in the rooms with smoke detectors. Of course, we try to make the necessary interventions. There are also problems with parking in the parking area. Customers think that we are valets. Instead of parking their cars in a free spot, they prefer creating troubles saying things like “I parked here yesterday”. Some do not want to leave the car keys, as if we would do something to their cars.
Participant 22	We have problems when guests from different nationalities come to stay in our hotel. While one guest is shouting loudly, others can get annoyed by them. One drinks too much alcohol, moves against others and causes discomfort. There are also those who jump into the pool at night when the pool is closed.
Participant 23	We usually experience discomfort about the guests coming to see their acquaintances in the hotel. Of course, the guests are allowed into the hotel according to the requirements of the hotel, but it is bad if they want to go into the rooms.

When Table 2 was analyzed, it could be understood that generally the same problems were encountered in all the hotels (e.g. those who disturb other guests after drinking alcohol, try to take others into their rooms, cause problems in the parking area, etc.). One of the remarkable points in the table was that all the security managers (23) had problems with the customers. The examples to these problems were; the problems around the pool, the problems in the parking area, the problem of trying to enter in the other rooms, making too much noise, taking food to other areas, leaving little children alone and so on.

Table 3. The Problems Faced with the Security Staff (Own Department)

Name	Problems
Participant 1	Some of the employees come to work late or do come without informing and this disrupts our job.
Participant 2	Generally, there are no trained security staff. One who has received a certificate says “I can do the job” but when it comes to working hours and work discipline, they run away from tasks. Our job requires extreme attention and we have to be located at different places within the facility. When it comes to be standing during the working hours, they say “I can’t do this job” or “it is too hot in here”. Then, they state that they cannot work there under those conditions.
Participant 3	We experience problems due to some of our teammates acting as if they know everything and as they do not do the things we say. We also face problems stemming from late arrivals for work.
Participant 4	As the security department, we have certain responsibilities and order. It is sometimes experienced that some of our friends do not comply with these rules (coming to work late, using mobile phones and arguing with the other staff) and thus, they are warned.
Participant 5	In general, we do not have any problems. For a few years now, we have no staff quitting job except for few friends.

Table 3. The Problems Faced with the Security Staff (Own Department) (continuation)

Participant 6	As a department, we are trying to do our work with mutual love and respect. In summer, when it is the high season, there can be minor conflicts arising from stress. We try to solve them with sweet talk by being calm and fair.
Participant 7	Some of our staff immediately transfer all the things to other managers like gossiping with the enthusiasm of becoming the chief, supervisor or manager following the certificate they have received. We create solutions by warning them about this issue. After all, there are people I am affiliated with as a manager, I do not want anyone else to know what is going on in our department. We have also some staff who say that the salary is low and the conditions are severe.
Participant 8	There are those who want the working hours to be adjusted as they wish or those who want to complete their working hours at a certain point in the facility.
Participant 9	We usually have problems with the working hours. Usually there are late arrivals for work. Though rarely, there are those who want to leave work early. We do not refuse these requests when appropriate.
Participant 10	We share the rules to be obeyed within the facility with the friends we work together in the security department. In this regard, although these rules should not be shared with other departments, we see that some share what they are told with the staff of other departments. We warn them about these issues. Besides, some employees come to work late or we sometimes encounter job leaves without informing, though rare. These issues put us in trouble at work.
Participant 11	There is a very well-functioning hierarchy in our department and we do not have any problems.
Participant 12	The biggest problem we have in general is the use of mobile phones. Our staff keep up with the developing age and spend time continuously on the phone. One employee tells us that the others are constantly spending time on social media and I also see it, too. In addition to this, all of our staff are doing this. We warn them. It is forbidden to use their mobile phones at work except for emergencies.
Participant 13	In general, we do not encounter any problems.
Participant 14	We see that some of our friends miss out the points that they need to control as they constantly play with their mobile, leave the places where they need to be or take the old staff into the workplace. We detect all these with our warnings and our own controls.
Participant 15	The general problem of our staff is to leave the job area or not come to work without informing. Even if we warn them again and again, they still do it.
Participant 16	We see that some of our staff consider themselves as the strongest and most important staff after the certificates they have received and that they behave disrespectfully towards the staff of other departments.
Participant 17	We have friends with whom we have lack of communication, we have friends who do not take their jobs into consideration, or those who do not care about the rules determined cause problems. There is also a “foreign language” problem at all.
Participant 18	In general, we see that our staff have problems with their working hours. In addition to this, we have friends who have a lot of sincere relationships with the other staff and who even take them in their private lives. We try to act in accordance with the rules set by the management.
Participant 19	There are people who do not obey the working hours or not come to work without informing. Besides, we have friends who do not obey the rules in the workplace (e.g. working area problems and using the phone during the working hours).
Participant 20	We have staff who leave their work area and go to another place, and also we have staff who arrive late for work.
Participant 21	We work in harmony with our own staff.
Participant 22	We see that some of the staff sometimes argue with the other staff.
Participant 23	Our security staff generally come to work late, quarrel with other staff, use their mobiles during work hours, leave the required areas without permission, and allow their acquaintances to bring food and drinks to the aqua park in the hotel. There are also staff that we cannot agree on regarding their salaries. The fact that our staff cannot speak any foreign languages creates a big problem.

As stated in Table 3, it was remarkable that the security managers had such problems with the staff they were working together with in their own departments as coming to work late or not coming to work without informing, always wishing to work in the same place within the facility, arguing with each other and constantly playing with their mobile phones during work hours. In addition, the lack of foreign language was also remarkable. Together with these, it was understood that there were staff who established emotional bonds with the other staff. It was also determined that many of the security managers (18) had problems with their own staff. Finally, a few of the managers (5) stated that they had no problems with their own department staff.

Table 4. The Problems Faced with the Staff of the Other Departments

Name	Problems
Participant 1	The staff are not aware of the fact that they are working in an enterprise, that is to say, they think that they can come and go whenever they want, and they create problems by engaging in arbitrary behaviors (e.g. wherever they want to work in or without uniforms). It is also a problem when one staff takes something that belongs to another staff without permission.
Participant 2	Employees are generally between the ages of 18-25. In this regard, arguments can be experienced since they display light-minded behaviors (e.g. loud conversations, jokes, and bad words).
Participant 3	In general, we do not have any problems.
Participant 4	The rules set by the enterprise (e.g. controls at the entrance and exit of the facility) are difficult to them and they act as if we were the ones setting these rules.
Participant 5	It is inappropriate for the staff to display prohibited behaviors (e.g. drinking alcohol during work hours, entering into the guests' rooms).
Participant 6	Disrespectful staff using slang words are often the ones with whom we have problems.
Participant 7	They do not respect our work and us.
Participant 8	Our security staff remind the rules to the other staff in the hotel and warn them. The staff misunderstand this and react immediately. They forget the regions that we are responsible for.
Participant 9	Generally, there are problems at the staff houses. Those who enter each other's rooms, drinking alcohol, those who shout loudly in their rooms and trying to enter the facility outside their working hours. Those who try to take something (e.g. alcohol and the stuff that belong to the facility) out of the facility. Those who enter the guest rooms or the closed section of the kitchen to take things.
Participant 10	There are those who forget that the use of the facility is only for guests and who try to use the facility. There are also those who disturb our staff in the private security cabin (e.g. those who try to hang out there and chat with the staff during the working hours). We have some staff trying to drink alcohol in the workplace.
Participant 11	In general, the staff of the other departments try to be sincere with the staff of the security department so that they do not have any problems with going in or out of the hotel. Yet, we keep our controls at the same level for all the staff. There are also those who try to spend time in the facility outside their working hours.
Participant 12	We usually have staff who try to take the materials of the facility to the staff houses or for themselves. We make the necessary warnings. We also have staff drinking alcohol within the facility.
Participant 13	We have staff trying to enter the facility outside their working hours. There are also those who try to get into the section where the hotel rooms are though they are not in charge of that section. We also see staff reacting to the controls made at the entrance and exit of the hotel. There are also some staff who try to go into the places where they do not have anything to do in.
Participant 14	Generally, we encounter staff in the rooms section of the facility in which they are not in charge of. There are those who set up unnecessary sincerity with the guests. There are also those who react to the controls made at the entrance and exit of the facility.
Participant 15	We usually have problems with the staff in staff houses. Those who try to bring alcohol into their room. Those who constantly wander around the houses of the female staff. There are also those who try to get their friends into the rooms in the staff houses.
Participant 16	We generally do not have any problems with the staff.
Participant 17	Our facility staff generally follow the rules set by the management.
Participant 18	Our facility is having some difficulties with the staff during the entrances and exits. There are those who do not comply with the rules set by the management (e.g. due times of work when coming or going, the controls made). There are those who bring their friends to the staff houses and then try to get them into their rooms. There are also people talking loudly or arguing with the other staff in the staff houses. Furthermore, some staff do not behave kindly. They always use bad words or swear.
Participant 19	In general, we see that the staff do not follow the rules of the facility and thus, they cause some problems. For example, check-in and check-out times of work, alcohol use in the facility and attempts to enter the places outside the responsibility area of the staff. They also smoke in the places other than the smoking areas. The fact that the staff argue among themselves and with the tourists is another problem.
Participant 20	The staff sometimes quarrel with the security staff and other staff when there are service delays.
Participant 21	We have seen arguments as big as fights due to the meals in the staff cafeteria. We have difficulties about the working hours. For example, a staff comes late and wants to enter the facility from the lobby instead of using the staff entrance. Sometimes, things are stolen from the staff wardrobes.

Table 4. The Problems Faced with the Staff of the Other Departments (continuation)

Participant 22	We are sometimes experiencing the efforts of some staff to bring the things that belong to the facility to their staff rooms or homes. Though only a few times, we have seen those who have drunk too much alcohol and disturbed other staff or guests. We also encountered those who loafed around and fell asleep at different locations in the hotel. There are those who argue with the other staff (e.g. for work or for private reasons). We see that the staff who are dismissed say bad words or swear at their managers. We meet those who want to carry their relationships with the guests to sincerer levels (e.g. emotional relationships or and having sex).
Participant 23	The facility staff are causing more trouble at the staff houses. There are those shouting around since they don't like the conditions. There are also those who come to staff houses after drinking too much alcohol and disturb others. There are those who fight with the staff in or out of the staff houses with whom they argued in the hotel before. We come across with those at the door who try to bring the materials of the facility to the staff houses. There are also some who argue with the security staff asking them look aside in some occasions (e.g. ignoring when they try to come in or go out of the facility with guests).

In Table 4, it could be seen that the problems faced with the staff of the other departments in general were; trying to get the hotel materials or things that belong to the other staff without permission and trying to get into the section where the guest rooms are. Besides, it could be noted that there were those who drank too much alcohol in the facility and staff houses and disturbed others, argued or even fought with the guests, other staff and managers. In addition to this, it was also noted that there were those who loafed around and fell asleep at different locations in the facility, who tried to have sincerer relationships with the guests and who created problems by thinking that they could enter and exit the facility whenever they wanted. Furthermore, it was also seen that most of the security managers (20) reported having problems with the other staff, while a few managers (3) stated that they did not have any problems with the other staff.

Table 5. The Problems Face with the Other Executives (The Managers of the Other Departments)

Name	Problems
Participant 1	In general, we do not have problems with the managers.
Participant 2	Some managers want us not to report the complaints about their staff.
Participant 3	Some of the managers are trying to talk about and warn the security staff as they think that they are also their responsibility.
Participant 4	No problem at all.
Participant 5	We have no problems.
Participant 6	We take complaints about the managers who talk about and warn many staff in the hotel as they think that all the staff in the hotel are also their responsibility.
Participant 7	There are managers trying to learn about an incident caused by the security staff. Everyone should mind their own business.
Participant 8	There are managers who tell us not to report the quarrels among the staff or between the guests and staff.
Participant 9	Managers sometimes have arguments or even fights among themselves (e.g. about work or private life).
Participant 10	There are no problems about the managers in our facility.
Participant 11	The managers generally behave properly to their staff and other managers in the facility.
Participant 12	We witness some quarrels between some managers and their own staff (e.g. I will quit the job, working conditions are too heavy).
Participant 13	Sometimes, there are problems between the managers and guests (e.g. why is my room not ready?, your staff did this, etc.).
Participant 14	We sometimes witness work-related (e.g. service and service quality, fast service or slow service, etc.) arguments between managers and guests.
Participant 15	We have no problems with the managers of the other departments.
Participant 16	Some of the managers are rude and disrespectful (e.g. using slang words) to security staff.
Participant 17	We do not have any problems with the managers of the other departments in our facility.
Participant 18	There are no problem with the other managers in our facility.
Participant 19	Some managers are asking us questions in order to be able to gather information about other managers and departments to rise further and promote.
Participant 20	The managers of the other departments want us to act biasedly (favoritism, on their behalf) in the arguments between their staff and the staff of another department.
Participant 21	There are managers who defend the mistake while trying to defend their staff generally.

Table 5. The Problems Face with the Other Executives (The Managers of the Other Departments) (continuation)

Participant 22	There are no problems about the managers in our facility.
Participant 23	There are managers who want to learn everything that is going on inside the facility. When there are staff acting outside the rules of the facility (e.g. it is forbidden to enter the guest rooms), there are managers who do not want us to intervene in their staff.

As stated in Table 5, the common problems generally faced with the managers were; asking for some information to be kept secret, seeing the security staff as their own staff, using slang words and swearing to the security staff and other staff, and trying to get information about the other departments. Furthermore, it was also stated that most of the managers (15) had problems with the managers, while several managers (8) expressed that no problems were experienced with the other managers.

Table 6. Overall Problem

Problems in all Table
Disturb other guests after drinking alcohol, try to take others into their rooms, cause problems in the parking area, etc,
They were working together with in their own departments as coming to work late or not coming to work without informing
Trying to get the hotel materials or things that belong to the other staff without permission and trying to get into the section where the guest rooms are.
Asking for some information to be kept secret, seeing the security staff as their own staff, using slang words and swearing to the security staff and other staff, and trying to get information about the other departments.

Conclusion

We see that the problems with the guests are generally related to alcohol. It is understood that after drinking too much alcohol, the guests have caused problems to other guests, staff and even the security staff. It is also understood that some problems are caused by the guests leaving their children alone. Besides, it is stated that some guests bring guests from outside to the hotel and even try to take these guests into their rooms in the staff houses. It is seen that the other problems are those caused by the fact that the guests forget their belongings somewhere in the facility. In a facility with an aqua park, some problems arise due to the fact that the guests insist on bringing food and beverages into this section. Finally, one of the remarkable problems is related to parking in the parking area in the facilities. Managers emphasize *“The guests see us as the parking area attendants (valet)”*. Also, there are problems arising from hitting or crashing cars in the parking area.

According to Soydemir and Kesi (2013, p. 240) one of the most important problems of private security employees is the training problem. As a result of the three-month training period and the test exam given by private security companies, individuals are considered to be trained in the field of private security. It is understood that the language problem of the department staff is another problem. In this regard, it is obvious that more sensitive security staff will be trained with the foreign language training to be given in the hotels.

Problems such as coming to work late or not coming without informing are the main problems arising from the department staff. It is learnt that the staff who exhibit these behaviors have been informed about the permanent work disruptions by the human resources department and that reports have been prepared. In this regard, it is confirmed that the staff who have not come to work without informing or reported their situation are dismissed according to the conditions specified in the law.

Considering the information given by the security executives, it is seen that some employees want to do their job as they wish instead of doing the job as they are told to (e.g. being located in a different place instead of the place

they are told to be). It is necessary to give the trainings and show the appropriate places to the staff who exhibit such behaviors. It is observed that the staff who behave against the rules are warned and measures are taken. Besides, the desire of those who want to work at the same location within the facility is not considered appropriate as the security staff apply rotation rules. It is understood that there are staff who constantly play with their smart phones during work hours. In this regard, it is seen that they are warned and the use of phones is prohibited except for emergencies. It is understood that one of the manager has taught the department staff the slang of **“During work hours, be on the job, not on the phone”**.

We see that the staff who behave badly and act disrespectfully to the staff of the other departments are warned or dismissed from work. It is found out that there are staff who have sincere love relationships with the staff of the other departments or someone in their department but they are not tolerated by the management. In this regard, we still see that there are still **“unwritten rules”** in some facilities.

In general, it is understood that the staff of the other departments exhibit bad behaviors argued with the security staff during the controls requested by the facility management in the check-in and check-out times of work (bag controls at the entrance and exit). In addition to this, the staff who try to drink alcohol within the facility cause problems and make it difficult for the security staff. Furthermore, it is understood that the staff who try to enter the facility outside the working hours and those who try to take the belongings of the hotel outside the facility are at a different point that cannot be underestimated. It is remarkable that the staff tries to enter the room of the guests with whom they have sincere relationships. Besides, it is understood that there are staff loafing around and falling asleep at certain parts of the facility. Finally, it is learnt that some of the staff are drinking alcohol in their rooms in the staff houses. Moreover, it is understood that the staff who drink alcohol cause discomfort to the other staff there. According to Can and Hüseyinli (2017, p. 1417) security priority and security rules are identified as the factors that decrease the security culture perception levels, while security compliance and security participation tendencies are identified as the factors that increase safe behavior levels.

When the data collected about the managers of the other department are examined, it is understood that there are those who want the complaints about their department staff not to be reported, who try to reprimand the security department staff since they see them as their own staff, and who are very friendly with the security staff as they want to know everything that is going on in the facility even though they have no responsibility. It is also understood that there are those who do not want the problems with another manager, a staff of another department or their own manager to be reported.

It is acknowledged that there will be more peaceful settings both within the facility and in the staff houses by putting warning signs and increasing the information provided by the department managers they work with and human resources management. Warning all the staff in terms of paying attention not to drink alcohol within the facility and informing them more regarding the issue with further trainings will ensure that they behave well towards the guests and other staff.

In the punishment system, some of the hotels have stated that they first record in minutes and then, verbal and written warnings or notifications are given by the disciplinary board according to the defense. It is stated that the most commonly used punishments in the enterprises are day off cancellation and minutes, and according to the misdeeds, cut offs form salaries and bonus fees. Human resources managers argue that the rewarding and punishment

system is highly effective on the performance and productivity of the employees (Pelit, Gülen & Demirdağ, 2016, p. 60).

Human resources management is also necessary to make practical explanations so that the staff working within the facility do not go into the rooms section if it is not their own working area or that they do not cross the areas of the other departments. It is believed that seeing the staff outside their working areas will decrease together with informing them.

In the interviews made with the managers, they (8 managers) have stated *“The facility is our home and we want what happens in the facility to remain in the facility in general. We do what is told us to do under the conditions deemed appropriate by our top management”*. They have also expressed that they take legal action the time when bigger and unsolvable events occur. One of the statements of the managers (out of 4 managers) is *“We are working here to ensure that our guests have a peaceful holiday and to provide a peaceful working environment for the staff”*.

During the interviews with the participants, they (2 of them) have mentioned *“Hotel managers should be careful about the number of staff in the security department”*. In this regard, it is necessary that the hotel managers should be sensitive about the issue. Besides, the participants (4 of them) have stated *“All the materials of the security department (radio, telephone, hats, uniforms, etc.) are essential for the accommodation facilities”*. It is also revealed that the presence of security cameras at the entrance points and general places of the hotels also makes the tourists feel safe during their stays (Aymankey, Demirbulat & Aymankey, 2016, p. 976).

Beyond all these, in the interviews conducted with the participants, it is mentioned that *“There are those who want to enter the facility illegally in the seafront facilities, that is to say, in the places which are not completely closed areas”*. Accordingly, it is again emphasized how important the security staff is.

Concerning the physical working conditions in the hotels (heating, lighting, air conditioning, cleaning, silent environment, wide area required for work, etc.), it has been concluded that several hotel enterprises do not perform any regular activities (Pelit et al., 2016, p. 60). Some of the participants (4 of them) have mentioned in the interviews *“Another issue is that the security cabins are very hot in summer and very cold in winter”*.

This study is conducted with the security managers working in the five-star hotels. In this regard, a different study aiming to reveal the expectations of the guests coming to a different region to have a holiday from the hotel regarding the security will provide a different perspective.

In addition to all these, the fact that the executives in the hotel enterprises within the tourism sector read the conclusions of the present study, make arrangements in the enterprises they work in and inform their staff on these issues will provide great convenience for the staff and guests. Besides, it is thought to be beneficial for those working in the tourism facilities to utilize the present study in the trainings provided on security issues. Finally, the fact that the conclusions of the study are read by the tourism supervisors is considered to be useful for them to carry out more effective controls and make new arrangements in the future.

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