Organizational Ecology Approach in Hotel Organizations in the Aspect of Generalists and Specialists

Otel İşletmelerinde Genelci ve Özelci Olma Bakımından Kurumsal Ekoloji Yaklaşımı

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Abstract: This study presents an overview of the organizational ecology approach in tourism industry. In this regard, an interview was conducted with 15 managers of 4 and 5 star hotels in the cities of Ankara and Kastamonu, Turkey. The data obtained from this study were coded and the findings were analysed using the constant comparative method and discussed along with the managerial and theoretical limitations and future directions in the discussion part. The findings of this study revealed that being a generalist or a specialist hotel is not dependent on the location or the capacity of the hotel, but the characteristic and market segment of the hotel. In accordance with the Niche Width Theory, the findings proved that a specialist organization is more advantageous in environments are which are not certain, full of rapid drastic change. On the other hand, as a common and negative issue, both specialist and generalist organizations experienced problems with renovation of their hotel. Moreover, the responses pointed two distinct dimensions. While specialist organizations have their own market, dependent on limited resources, which is in accordance with the theory, the generalists seeming like small local organizations are leading a generalist or international approach. The most important point is that they do not invade their position in the market, meaning that they host their own distinct guests.

Structured Abstract: Organizational ecology concentrates upon scrutinizing organizational variety. It mainly deals with how circumstances around affect (a) the ratio of generating novel organizations or units, (b) the ratio of organization death and (c) the ratio of changings in organizations. The key topic is the developmental elements making organizations to diversify. Even though the research has mainly addressed to the organizational adaptation process, organization ecology focuses on the effect of selecting (Singh and Lunsden, 1990). The main aim of this study is to define the factors affecting the organizations in tourism industry to be a generalist or a specialist organization in terms of the niche width perspective based on the organizational ecology approach. This paper's focus is on niche width in the aspect of generalism and specialism. Novel studies about these subjects could more clearly enlighten the elements affecting generalist and specialist organizations to survive, grow and die along with the advantages and disadvantages of the status and the position of the organizations in competitive market.

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There have been done several empirical and theoretical researches on this issue (Aldrich, 1979; Baum and Amburgey, 2000; 2005; Bertoni, Colombo and Quas, 2019; Brüderl, and Schüssler, 1990; Carrol, 1985; Delacroix and Carroll, 1983; Hannan and Freeman, 1977; 1983; Getz and Andersson, 2016; Geroski, 2001; Jung and Lake, 2011; Xu, 2017). The research in organizational ecology focuses on two themes: demographic and ecological processes. Demographic one studies the impact of organization-related attributes on the level of organization's changing (Baum and Amburgey, 2000). On the other hand, demographic one examines foundation, demise, and reorganization (Aldrich, 1979). This study's focus is on the niche width theory of organizational ecology approach in the sense of generalism and specialism. The niche refers to a series of associated circumstances regarding society, economy, and politics, which are the fundamentals of an organization to survive and grow (Hannan and Freeman, 1989). In this study, it has been attempted to figure out whether the hotels with similar perspectives have similar approaches to niche width or not. It is rather valuable to determine the common characteristics of the hotels with similar approaches in that upon defining the market segment called niche of the hotels, more precise evaluation of the mentioned theory can be achieved.

The study used a qualitative research to reveal whether the organizations included in this study follow a generalist or a specialist organization approach. The reason for choosing qualitative method is that it enables the researcher to investigate the cases in their natural atmosphere. This study is grounded upon using the multiple case study method and the data were gathered through semi-structured face to face interviews conducted with 15 hotel managers, in charge of managing certain various departments of four and five-star hotels in Ankara and Kastamonu, Turkey in August 2019. With 9 questions, 5 of which were demographic, it was aimed to question every respondent's ideas to understand and form industry specific effective practices regarding organizational ecology in the hospitality industry. The recorded interviews were transcribed, coded and grouped according to the topics. Data analysis constant comparative method was applied in this study with pseudonyms and in accordance with the Ethical Codes.

The findings showed that being a generalist or a specialist hotel is not dependent on the location or the capacity of the hotel, but the characteristics and market segment of the hotel. Although a hotel seems to be an international hotel, the main determinant is the market segment it addresses. A hotel seems like a small-sized boutique one, however, it can offer to a wider market. In congruence with Carrol (1985), the main niche is larger for generalists than specialists.

The reason leading the hotel organizations to decide on their status about being a specialist and a generalist is mostly the characteristics of the area they established their organization. This is especially true for the specialists. However, one of the generalist hotels' managers stated that the hotel was an international one due to its purpose of establishing.

According to the Niche Width Theory, being a specialist has specific advantages compared with adaptive approaches in which environments are not certain, full of rapid drastic change (Wholey and Brittain, 1986). The managers of specialist hotels stated similar expressions including that they have standardized service and loyal customers even in fluctuating and catastrophic situations resulting in an advantageous preference. Similarly, one of the generalist hotels proved that thanks to be a generalist one, the brand and the promoting aids coming naturally from the outside environment enables the hotel to be more distinct and known.

The disadvantage of being a specialist was generally attributed to not being a member of an international chain. It is assumed by the hoteliers that being a member of these chains is more secure for their promotion. Surprisingly, when asked the negative impact of being a generalist or a specialist, most of the managers stated that they experienced some problems with renovation of their hotel especially physically.

As Carroll (1985) stated, sometimes in relatively small scale industries, generalist organizations generate peripheral resources for the specialists during their competition in the market. Regardingly, the responses showed two distinct dimensions. The local or specialist organizations have their own market, dependent on limited resources, which is in accordance with the theory. But the generalist hotels seeming like small local organizations are leading a generalist or international approach. The stunning distinction is that they do not invade their position in the market. It means that they accommodate their own guests.

As for the limitations, this study was carried out with 15 hotel managers in Ankara and Kastamonu using the random sampling method. Following studies can include other samples and with different types of

hotel managers. Additionally, this study utilized the qualitative approach as research method. Future studies can utilize both qualitative and quantitative research techniques with more respondents. By doing this, much more contribution can be achieved in the field.

Keywords: Tourism, Organizational Ecology, Niche Width, Generalist, Specialist.

Öz: Bu çalışma, örgüt ekolojisi yaklaşımının turizm endüstrisindeki şeklini sunmaktadır. Bu çalışmanın temel amacı, yönetim yaklaşımlarından olan örgüt ekolojisi yaklaşımındaki niş genişliği teorisine göre turizm sektöründeki örgütleri genelci veya özelci olma konusunda yönlendiren etkenleri tanımlamaktır. Bu bağlamda, Ankara ve Kastamonu illerinde bulunan 15 adet 4 ve 5 yıldızlı otel üst ve orta düzey yöneticisiyle mülakat yapılmıştır. Elde edilen veriler kodlanmış ve sürekli karşılaştırmalı yöntem kullanılarak analiz edildikten sonra tartışılmış ve yönetsel ve teorik kısıtlılıkları ve gelecek çalışmalar için tavsiyelerle birlikte çalışmanın son bölümünde sunulmuştur. Araştırmanın sonuçları, genelci veya özelci bir otel olmanın, otelin konumu veya kapasitesinden ziyade, onun özellikleri ve pazardaki yerine bağlı olduğunu göstermektedir. Niş Genişliği Teorisi ile iddia edildiği gibi, bu çalışmanın bulguları da sürekli köklü değişimler yaşayan güvenli olmayan çevrelerde kurulmuş olan özelci kurumların daha avantajlı olduğunu da ortaya çıkarmıştır. Diğer taraftan, ortak ve olumsuz bir çıktı ise şudur ki; hem genelci hem özelci yaklaşımı güden kuruluşlar otellerini yenileme esnasında büyük problemler yaşamaktadırlar. Ayrıca, bulgular iki ayrı boyuta işaret etmektedir. Özelci anlayışa sahip kuruluşlar sınırlı kaynaklara sahip kendi dar piyasalarında hayatta kalırken, küçük yerel bir işletme gibi görünen genelci anlayışa sahip kuruluşlar uluslararası bir görüşü gütmektedirler. Asıl önemli nokta ise, bunu yaparken genelci ve özelcilerin birbirlerinin pazarını işgal etmemeleri ve her birinin kendi müşterilerinin olmasıdır.

Anahtar Kelimeler: Turizm, Örgütsel Ekoloji, Niş genişliği, Genelci, Özelci

Introduction

Throughout the organization theories evolution, organizational ecology approach has had a significant position for itself. Hannan and Freeman (1977) stated that the evaluation of the environment's effect on organizations has addressed the researchers to the organization ecology approach.

There have been done several empirical and theoretical researches on this issue (Aldrich, 1979; Delacroix and Carroll, 1983; Hannan and Freeman, 1977; 1983; McKelvey, 1982; Freeman et al., 1983; Carrol, 1985; Brüderl, and Schüssler, 1990) and still being studied by several researchers (Geroski, 2001; Baum, & Amburgey, 2000; 2005; Jung and Lake, 2011; Getz and Andersson, 2016; Xu, 2017; Bertoni, Colombo and Quas, 2019).

Organizational ecology concentrates upon scrutinizing organizational variety. It mainly deals with how circumstances around affect (a) the ratio of generating novel organizations or units, (b) the ratio of organization death and (c) the ratio of changings in organizations. The key topic is the developmental elements making organizations to diversify. Even though the research has mainly addressed to the organizational adaptation process, organization ecology focuses on the effect of selecting (Singh and Lunsden, 1990).

In this paper, the organizational ecology approach literature is reviewed and this paper's focus is on niche width in the aspect of generalism and specialism. Novel studies about these subjects could more clearly enlighten the elements affecting generalist and specialist organizations to survive, grow and die along with the advantages and disadvantages of the status and the position of the organizations in competitive market. To question these aims, there has been conducted an interview with managers of the hotel organizations.

Literature Review

This study's focus is on the niche width theory of organizational ecology approach in the sense of generalism and specialism. It has been attempted to be figured out whether the hotels with similar perspectives have similar approaches to niche width or not. It is rather valuable to determine the common characteristics of the hotels with similar approaches in that upon defining the market segment called niche of the hotels, more precise evaluation of the mentioned theory can be achieved. In order to understand the investigation, the literature was reviewed elaborately.

Organizational Ecology

As a novel research area, the concept of organizational ecology emerged in the end of the 1970s (Aldrich, 1979; Hannan and Freeman, 1977). In the study of organization, the birth, development, and death of organizations turned out to be remarkable topics (Arthur, R., Nicholson, Sibani and Christensen, 2017; Baum, 1999; Becker, 2007; Brüderl et al., 1992; Carroll, 1984; Carroll and Hannan, 2000; Freeman et al., 1983; Harhoff, 1999; R. Todd, Javalgi & Grossman, 2014; Reydon and Scholz, 2009; Schmelter, 2004; Telle and Svensson, 2019; Wenting and Frenken, 2011; Werner and Kay, 2006; Zhou and Li, 2008). Organizational ecology approach is a remarkable notion in the inquiry of organizational management in the related literature.

The concept of organizational ecology could be simply identified that when an organization is founded, it is highly exposed to oppression and the demographic changes defines the organization's birth and death on which a great deal of studies in this area have focused (Singh and Lumsden, 1990). The aspect of population ecology focuses on how various and homogeny an organization is. It deals with birth, survival, change and death of an organization (Hannan and Freeman, 1989).

Organizational ecology tries to define in what way social, economic and political circumstances impact the population, variety and change of the organizations. Search in this subject focuses on three situations. Firstly, organizational populations are diverse and secondly, it is challenging for the organizations to keep up with the changes which emerge from the unsecure, ever-changing and competitive environments. The third situation is that organizations arise and demise perpetually (Baum and Amburgey, 2005). In the process of change, four main concepts are in operation, which are "variation, selection, retention, and competition". Variation refers to changing of the present cycle and aptitude. Selection attributes to the process of eliminating some of the variations. Retention means that selected variations are conserved and replicated and competition refers to a kind of race to get the scantily supplied sources (Aldrich 1979; Campbell 1965; McKelvey, 1982).

The research in organizational ecology focuses on two themes; demographic processes and ecological processes. Demographic one studies the impact of organization-related attributes on the level of organization's changing (Baum and Amburgey, 2000). On the other hand, demographic one examines foundation, demise, and reorganization (Aldrich, 1979).

One of the main themes of demographic process is the influence of age on the organizational demise. The previous thought was about the liability of newness (Stinchcombe, 1965), which refers that as the organizations must obtain novel social roles, generate novel organization cycles, and have low profitability and share association at a time when sources are limited, new organizational units are going to fail more.

In the examination of main principles of organizational mortality, an important and effective topic is the liability of newness, the possibility of novel organizations having high levels of decline (Singh and Lumsden, 1990). Hannan and Freeman (1984) claimed that during selection step, the organizations which are more reliable have higher probability of being more favorable. Being reliable necessitates a more prolific organization form.

Not only the internal factors, such as training, cooperation and organizational social atmosphere, but also the external factors, such as being legitimate and connections for exchanging trigger the reproducibility of an organization structure to rise with age. Since higher reproduction ability brings about higher inertia, nonetheless, organizations get more inert with age. Owing to the fact that during selecting, inert-structured organizations are favored, organizational mortality rates decline with the liability of newness.

The older an organization gets, the higher risk of failure it has, which originates from the liability of senescence, the inner ineffectiveness of an organization due to aging or the liability of obsolescence, a failure in keeping up with the external environment.

Organizations comprise a population, which has a kind of relative dependence on the environment and on several sources, restricting the activities they can fulfill and shaping their form (Geroski, 2001). The niche is a group of environmental circumstances in which a population could survive and reproduce. As for organizational ecology, the niche refers to a series of associated circumstances regarding society, economy, and politics, which are the fundamentals of an organization to survive and grow (Hannan and Freeman, 1989).

As far as ecologically regarded, the specialist and generalist organizations differentiate according to their niche width (Freeman and Hannan, 1983). The width of a niche is measured according to the spread of environmental elements a population lives with. Populations relying mostly on environmental resources for survival are labelled as generalist, while populations with specific environmental conditions or not relying mostly on environmental sources are referred as specialists (Carroll, 1985). Organizational ecology states that being a specialist organization has noticeable benefits rather than adaptive strategies in which environments are not certain; full of sudden fluctuations, and with strong and sharp changes. On this type of a condition, adaptive strategies could not react as rapid as necessary to achieve producing efficiently, whereas specialist organizations get the possible earnings (Wholey and Brittain, 1986). While generalists are in competition with numerous environmental factors at the same time, specialist organizations concentrate on just a small domain. However, consequently, specialists are generally smaller than generalist organizations (Carroll, 1985).

By definition, the main niche is larger for the generalist organizations than for the specialist organizations. Since the source area of the specialist organizations is the subset of that of generalist organizations, the ones reaching maximum width inside the main niche would pose a direct association with the size of the generalists only if the sources are fairly equally distributed throughout environmental circumstances (Carroll, 1985). Change in the environment affects the generalist and specialist organizations differently and these types of changes could alter the competition atmosphere in a drastic way (Wholey and Brittain, 1986).

Carroll (1985) claims that in some environments, generalist organizations compete to get the market and at the same time produce some minor and secondary sources which are possibly ready for the use of specialists, which is referred as resource partitioning. According to Carroll's model, in focused markets in which there are some but not so many generalist organizations, specialist organizations could utilize most of the present sources without competing directly with generalists. This can increase the possibility of failing for the generalists in a focus market and can decrease that of specialists.

Methodology

The study focuses on a qualitative research to find out whether the organizations included in this study follow a generalist or a specialist organization approach. The reason of choosing qualitative method is that it enables the researcher to investigate the cases in their natural atmosphere. This study is grounded upon using the multiple case study method. Case studies can be done by using either qualitative or quantitative evidence (Yin, 1981).

As Mack et al. (2005) make a comparison of the quantitative and qualitative methods, they propose that qualitative approaches try to search phenomena, describe and explain the associations. The findings of the present case study were gathered from interviews with 15 hotel managers, in charge of managing certain various departments of four and five-star hotels in Ankara and Kastamonu, Turkey. In that regard, the research was primarily concentrated on a case study design, data was collected through semi-structured interviews and discourse analyses was adapted for better performance results. The sample consisted of 15 experienced department managers, such as human resources and marketing managers of some hotels in Ankara and Kastamonu, Turkey. These results could point to the critical industry specific practices in regard to organizational ecology literature. Also it provides scholars to have the opportunity examining the specific topics because of greater comprehensive knowledge (Miles and Huberman, 1994).

The data were gathered with face to face interviews from the 15 managers who were addressed 9 questions. The interview form was written in two chapters. In the first chapter, the demographic profiles of the interviewees were targeted to be learned through 4 questions. In the following part, there addressed 5 open - ended questions to find grounded evidences relating organization ecology. The interviews were in average 30-minute long and questioned every respondent's ideas to understand and form industry specific effective practices regarding organizational ecology in the hospitality industry. The interviews were held in August 2019.

The interviews were recorded and then these recordings were transcribed. After that, the data were coded and grouped according to the topics. Data analysis constant comparative method, called as Grounded Theory Method was applied in this study. Pseudonyms instead of real names of the respondents were used. The secrecy of the participants was ensured to freely state themselves in accordance with the Ethical Codes. Afterwards, discussions delivered the respondents' opinions regard to organizational ecology.

Findings

The Participants' Profile

The researcher interviewed with fifteen hotel managers in this study. As seen in Table 1. eleven of the managers were male (73, 3 %), while three of them were female (26.7 %). One of the participants was aged between 18 and 28, while 26.7 per cent were aged between 29 and 38. With the percentage of 46, 7, seven of the participants were aged as 39-48. The rest 3 of them were aged between 49 and 58. Of these fifteen managers, one of them had tenure of blow one year while, four of them had tenure of 1 – 5 years. The number of the managers who had 6-10 years' tenure was six and who had 11-15 years' tenure were 2. The rest two had been working for 16-20 years. One of the participants had an education degree, which was less than senior-high school, whereas another one had a senior high school degree. Most of the participants had bachelor's degree (53.4 %), the other five had master's degree and higher.

Table 1: Respondents' Profile ($n = 15$)

	Frequency	Percentage
Gender		
Male	11	73.3
Female	4	26.7
Total	15	100.0
Age		
18-28	1	6.6
29-38	4	26.7
39-48	7	46.7
49-58	3	20
Total	15	100.0
Education		
Less than senior-high school	1	6.6
Senior-high school	1	6.6
Bachelor degree	8	53.4
Master's degree and higher	5	33.4
Total	15	100.0
Organizational tenure		
Below 1 year	1	6.6
1-5	4	26.7
6-10	6	40.1
11-15	2	13.3
16-20	2	13.3
Total	15	100.0

Emergent Topics

1. Specialist versus Generalist: In association with the literature, the expression local used in the interview was used as an equivalent of specialist approach and the expressions national and international were used to refer to the generalist approach. In this regard, the majority of the participant managers (12 managers) indicated concerning their organizational status that they were local hotel organizations. For example, Participant 4 said similar expressions with the other participants that

"we are a local hotel organization. Because, except from the big hotel companies, there is little opportunity for the medium sized hotel entrepreneurs to expand to the international market. Ankara is not such a destination as Antalya. Our guests do not come to Ankara for vacation their purposes of visit are mostly business, health, congress, education, and training. Therefore, our incoming foreign tourist rate was about 9 % last year".

Participant 11 also indicated that

"regardless of being a chain or a non-chain hotel organization, serving in an international base is not so much possible due to the characteristics of Ankara destination".

In that regard, it has been seen that, 75 % of hotel companies were local organizations. Being a local organization refers to the specialist approach in the niche width theory of organizational ecology model. On the other hand, one participant contended that

"we are a national hotel organization but in terms of guest profile, we are an international organization. Our incoming foreign guest rate is about 10 % in this year".

In accordance with organizational ecology theory, this hotel's approach in niche width is generalist.

2. Why Specialist or Generalist?

The participants having stated that their organization was a local organization expressed their reason to serve as a local or specialist organization because of the characteristic features and tourist profile of Ankara and Kastamonu. For instance, participant 6 said that

"the hotels in Ankara are mostly serving as city hotels. Because the guests prefer the hotels for 1 or 2 days when they have some works to do in the ministries. We have some loyal guests every time they come to Ankara. Regarding this preference, we do not have so much opportunity to expand to the international market. It is not rational to attract tourists to Ankara. In fact, it is not a kind of thing that the hotels can do by themselves. You can attract people for the congress and conventions, but we do not have the chance to sell all our rooms in summer contracting with a travel agency like a hotel does in Antalya".

The other specialist hotel managers also indicated similar expressions for the reasons why they are local or specialist organizations.

The participant who had stated that his organization was a national or generalist hotel organization said that

"we are kind of company having big shares in international market. We own 7 travel agencies and branches of these travel agencies in England, Bulgaria, the Netherlands and Arbil, another hotel in Istanbul and Didim. So we are a chain company serving professionally in tourism industry".

In the light of the interview evidences, it can be claimed that the status of organization ecology alters depending on destination characteristics and if an organization serves in international market, it operates different destinations.

3. The Advantages of the Hotel Status

The advantages of organization status according to specialist participants are the high occupancy and profitability rate as a result of quality service standards and branding in the local market. To illustrate, Participant 10 maintained that

"we have a strong situation in the local market due to having an important brand. We have a privilege given that we have a remarkable brand".

Participant 1 also said that

"we have many repeat guests. These guests are generally the ones that have been in Ankara and stayed at our hotel before, who have been satisfied with our hotel's advantageous location and the cleanliness and affordable service of our hotel and then who prefer sharing their satisfaction and recommend us to their environment".

On the other hand, the generalist organization manager stated that

"we do not have any problems with working in the international market due to the fact that we are an international hotel organization. We have advertisements in several markets and this has a positive impact on our occupancy and profitability rates".

For instance, Participant 3 also argued that

"we do not have market concerns. Our hotels advertisement and marketing is done in the journal of T. R. Ministry of Culture and Tourism in the international market and this contributes to our prestige. Therefore, a marketing mechanism is running in response to this situation".

4. The Disadvantages of the Hotel Status

The main disadvantage stated by the specialist organizations managers in this study was the promoting. According to the whole participants having similar opinions, it is rather challenging to promote and market a local organization in international level. More specifically, participant 2 stated that

"in fact, there are advantages of not being a chain organization. At this type of hotels, the brand promotes itself. The guests feel secure when they choose a chain hotel. Since s/he knows all the standards of the hotel. As a local organization, we are not able to reach and attract an American company and its potential guests. We sell our rooms with our personal promoting skills. Another disadvantage of being local is that sometimes we cannot change and renovate our hotels especially our buildings. As for the product differentiation, we also have some problems differentiating our service and products because of being a local organization in Ankara". On the other hand, as a generalist hotel manager, participant 13 declared that *"when you have an international sale outlook, you become distant from the local market and the local people prefer you less".*

5. The Position of the Hotels in the Competitive Market

The status of the hotels in terms of competitiveness was also questioned in this study. Two of the specialist hotels that are also local were defined by their managers to have very high competitive capacity. As an example, participant 7 stated that

"we are number one among the hotels which are called teacher's houses. The majority of the referred hotels have taken us as an example while opening and renovating themselves". Similarly, participant 1 pointed out that *"our status in our segment is very high. When compared to the other 5 star and local hotels our standards are specific and eminent. The ones that are trying to initiate into the market take our service quality and the conduct of our hotel as an example, but they cannot get our physical appearance. Because the building is an old one and it is rather demanding to change it".* On the other hand, the generalist hotel's manager stated that *"the other hotels cannot compete with us because our hotel has a different characteristic. It is a Han Hotel having 600 years' accommodation history. So it should be evaluated with its equivalents. In Turkey, there are only 5 original Han hotels and we are among the three best. We are the oldest Han hotel of Turkey and even Europe. Therefore, it gives us a big advantage in promoting and competition".*

Conclusion and Suggestions

The niche width of the 4 and 5-star hotels were evaluated in this study in the aspect of generalism and specialism. The findings showed that being a generalist or a specialist hotel is not dependent on the location or the capacity of the hotel, but the characteristic and market segment of the hotel. Understood from one of the hotels' manager's statements, although a hotel seems to be an international hotel, the main determinant is the market segment it addresses. The other hotel seems at first glance as a small sized boutique one, however, it offers to a wider market. As Carrol (1985) stated, the main niche is larger for generalists than specialists.

The reason leading the hotel organizations to decide on their status about being a specialist and a generalist is mostly the characteristics of the area they established their organization. This is especially true for the specialists. However, one of the generalist hotels' managers stated that the hotel was an international one due to its purpose of establishing.

According to the Niche Width Theory, being a specialist has specific advantages compared with adaptive approaches in which environments are not certain, full of rapid drastic change (Wholey and Brittain, 1986). The managers of specialist hotels, especially the second respondent,

stated similar expressions including that they have standardized service and loyal customers even in fluctuating and catastrophic situations resulting in an advantageous preference for their organizations. Similarly, one of the generalist hotels proved that thanks to be a generalist one, the brand and the promoting aids coming naturally from the outside environment enables the hotel to be more distinct and known.

The disadvantage of being a specialist was generally attributed to not being a member of an international chain. It is assumed by the hoteliers that being a member of these chains is a more secure for their promotion. Surprisingly, when asked the negative impact of being a generalist or a specialist, most of the managers both specialist and generalist stated that they experienced some problems with renovation of their hotel especially physically.

As Carroll (1985) stated, sometimes in relatively small scale industries, generalist organizations generate peripheral resources for the specialists during their competition to be in the heart of the market. In this regard, the responses taken from the managers showed two distinct dimensions on this issue. The local or specialist organizations have their own market which is dependent on limited resources, which is in accordance with the theory. But the peculiar finding is that the generalist hotel which seems at the same time as a small sized local organization is leading a generalist or international approach. The stunning distinction between the two is that they do not invade their position in the market. It means that they accommodate their own guests.

As for the limitations, this study was carried out with 15 hotel managers in Ankara and Kastamonu using the random sampling method. Following studies can consist other sample methods and they can be conducted with different types of hotel managers. Additionally, this study utilized the qualitative approach as research method. Future studies can be based on qualitative and quantitative research techniques with more respondents. By doing this, much more contribution can be achieved in the field.

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