

Quality Of Services Program As A Mechanism For Strategy Building And Performance Raising In The Tourism Sector -Read In Algerian Tourism Quality Plan-

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Abstract:

Algeria is seeking to give dimensions to the tourism sector given its capabilities and advantages. This is about developing national tourism that supports economic growth. This endeavor has been clearly emphasized in the government's action plan, which was implemented in accordance with the program of the President of the Republic, by focusing on the need to develop a tourism strategy, as well as working to revive the Algerian tourism quality plan to achieve an increase in the quality of services to the level of international standards.

Tourism service quality is one of the topics that receive great attention, as tourism is an important economic tributary that contributes directly to economic development, in terms of investment benefits and job creation. Therefore, it is important to pay attention to evaluating its quality levels from the perspective of tourists, as this is reflected significantly on the local economy of the country.

Keywords: *Tourism service quality, tourism quality plan, tourism strategy, performance*

1. Introduction:

Algeria expresses a clear desire to create a "real renaissance" in the tourism sector, which faces many challenges. However, reality shows encouraging and strong indicators that clearly show that this sector is recording tangible development. This requires complete discipline in implementing the ministry's plan, which is derived from the government's action plan, with the need to persevere and work continuously; during this year and since January to August 2023, Algeria has seen a distinctive influx of foreign tourists of various nationalities, as well as the entry of hotel establishments into service across various states of the country (Almasdar-DZ, October 2, 2023).

This goal is recorded within the framework of the general regional planning policy, which was translated by adopting a reference strategy and vision of the horizons of 2030, through the development of a national regional planning plan that aims to create a balance in the location of the population and activities across the national territory as well as developing the attractiveness of the regions (Ministry of Tourism and Handicrafts, mars 4, 2023).

The tourism quality plan is part of the 2030 National Regional Planning Plan, and it is the reference framework for the Algerian tourism strategy. It aims to: Promote the tourist destination of Algeria, develop a quality program and tourism quality plan, Develop and qualify the offer through investment in outstanding tourist poles and villages, A partnership plan between the public and private sectors to strengthen the tourism chain, Provide financing; The tourism branches to be developed are: Hotels, Restaurants, Resorts, Medical spas, Coastal tourism, Mountain tourism, Desert tourism, Development and diversification

of tourism products, Quality development, Brand development, Finally, the development of the awarding of brands (Ministry of Tourism and Handicrafts, mars 4, 2023).

However, the optimal exploitation of tourism potential requires, essentially, reception and accommodation facilities in line with the size, quality and wishes of local and foreign tourists. This requires strengthening and diversifying the current park with achievements that keep pace with international standards, while giving the utmost importance to the quality of tourism services (Almasdar-DZ, October 2, 2023).

- **Problematic:**

Tourism is one of the sectors that the state is relying on to diversify the national economy. Therefore, and within the framework of the implementation of the sector's strategy aimed at developing tourism, and in accordance with the government's action plan stemming from the commitments of the President of the Republic, we can raise the following main question:

To what extent has the Ministry of Tourism and Handicrafts achieved a high level of quality in services and reception across all utilities of the sector?

Under this main question, a number of sub-questions are listed:

- 1) How does the quality plan contribute to improving performance and building an effective strategy for developing the tourism sector?
- 2) What are the mechanisms for building the tourism quality program?
- 3) What are the difficulties facing the construction of the program and the implementation of the tourism quality plan?

- **Research Importance:**

The research significance of the Tourist Services Quality Program lies in its crucial role in improving performance and constructing the tourism strategy, shedding light on the tourism sector as a strategic asset for public authorities. It serves as an economic development alternative for our country, akin to practices in many global countries, especially those along the Mediterranean, relying on tourism for financial resources in hard currency.

- **Research Methodology:**

This research adopts a descriptive method, narrating observations of the current realities and challenges faced by the tourism sector. It also explains the expected tourist quality strategy and plan for 2030, detailing programs and procedures to be adopted for achieving the required performance and enhancing service quality across all aspects of the tourism sector, including establishments, hotels, and tourist restaurants.

2. General Framework for Tourism Strategy:

The Algerian government has tasked the Ministry of Tourism and Traditional Industry with developing a tourism strategy aimed at the country's tourism development. It considers the partnership between the public and private sectors in tourism, taking into account the dimensions of tourism at both the national and international levels. The strategy addresses the challenges and obstacles faced by the tourism sector, emphasizing development measures and facilitations. Given the competitive nature of tourism, the tourism strategy should balance competition and collaboration with other countries, focusing on areas of cooperation to enhance quality and improve performance in the tourism sector. In light of

economic, social, and demographic challenges in Algeria and the radical changes in the global tourism sector, there is a need to boost Algerian tourism to achieve levels comparable to global tourism. (Decisions of the Arab League Council at the Summit Level, 2012).

3. Algerian Tourism Quality Plan:

3.1 The concept of the Tourism Quality Plan:

The Algerian Tourism Quality Plan was developed by the Ministry of Tourism and Handicrafts, in coordination with professionals, in order to unify all Algerian professionals in the tourism sector, in accordance with international standards. The quality plan also allows for the identification of the path for the gradual improvement of services and the acquisition of the "Quality Tourism Algeria" brand. The Algerian Tourism Quality Plan is linked to the following points: the establishment of the "Quality Tourism Algeria" brand, the strengthening of human resources competencies, the organization of tourism activities, and the modernization of infrastructure (Wassila Qarbadj August 1, 2023).

3.2 Objectives of the tourism quality plan:

The objectives of the Algerian Tourism Quality Plan are as follows (Wassila Qarbadj August 1, 2023):

- To support national competitiveness by integrating the concept of quality into all tourism development projects for businesses.
- To achieve the highest level of professionalism in all sectors of the national tourism offer.
- To promote national tourist destinations and their local resources.
- To create a lasting Algerian tourist, offer by improving the image of the quality of services for domestic and foreign customers.
- To benefit tourism businesses committed to following the quality path by providing them with the appropriate means to achieve their development, particularly by accompanying them in renovation, rehabilitation, modernization, expansion, and training.
- To ensure increased promotion of operators involved in quality, through their integration into the network of businesses bearing the "Quality Tourism Algeria" brand, and ensuring better integration into the commercial field and a better positioning.

3.3 Embodiment of the "Quality Tourism Algeria" brand:

The quality tourism brand is embodied by granting each tourism business that commits to following quality and respects the conditions for joining a brand bearing "Quality Tourism Algeria", which is a guarantee for tourists, and a good image for the business (Ministry of Tourism and Handicrafts, November 2, 2023).

3.4 The importance of commitment to following quality in the tourism sector:

Following quality is a win-win path for professionals in the tourism sector, for domestic and foreign customers, as well as for the tourism sector as a whole (Ministry of Tourism and Handicrafts, November 2, 2023):

3.4.1 For professionals in the tourism sector:

Adhering to quality allows professionals in the tourism sector to:

- Improve the image of the institution.
- Satisfy customers and gain their trust.
- Gain new customers.
- Benefit from all the assistance and incentives provided by the state.
- Control costs and improve the efficiency of internal management.
- Increase their activity and achieve the best profits.

3.4.2 For customers:

Adhering to quality allows national and foreign customers to:

- Guarantee satisfaction.
- A certificate of quality of services.
- Guarantee of comfort and safety.

3.4.3 For the tourism sector:

For the tourism sector, adhering to quality is:

- A major step towards the gradual professionalization of services provided in Algerian tourism, both locally and internationally.
- Engagement in a path that is based on the continuous development of human resources.
- A factor in the development and sustainability of the national tourism offers.
- A means of supporting and promoting national wealth and local regional specificities.
- An effective way to create jobs and reduce unemployment.

3.5 Benefits of engaging in the tourism quality path:

Professionals who are involved in the quality path benefit from the following incentive measures (Ministry of Tourism and Handicrafts, November 2, 2023):

- A reduction of 3% and 4.5% in the interest rate applied to bank loans related to modernization operations for tourist and hotel establishments in the northern and southern regions, respectively, within the framework of the Tourism Quality Plan.
- Temporary customs reduction for the purchase of non-locally produced equipment and furniture according to hotel standards, which are part of the modernization process and rehabilitation, as per the Tourism Quality Plan.
- Full handling of the diagnosis and approval processes.
- Complete responsibility for the training and rehabilitation of users in addition to regular employees.
- Support in renovation, rehabilitation, modernization, and expansion operations.
- Valorization and highlighting of establishments through the use of the "Quality Tourism Algeria " brand.
- Registration in the network of tourist establishments holding the Tourism Quality brand.
- Integration into all communication processes within the framework of institutional promotion.

4. Measurement, Standards, and Commitments to Tourism Service Quality:

In this section, we will address standards, commitments, and measurement methods for tourism service quality, following an explanation and definition of the importance of tourism service quality:

4.1 Concept and Importance of Tourism Service Quality:

Quality is defined as the ability to meet customer desires in a manner that aligns with their expectations and achieves complete satisfaction with the product or service provided (Ali Al-Salmi, No publication year, p1). Service quality involves both procedural and personal dimensions as crucial aspects in its delivery. The procedural dimension consists of specific systems and procedures for its delivery, while the personal dimension involves how employees interact with customers (Tawfiq Muhammad Abdul Mohsen, 2006, p 40).

The importance of quality in service lies in the following (Mamoun Aldarakah, Tariq Al-Shibli, 2002, p151.):

- **Growth of the service domain:** The number of establishments providing services has increased, for example, fifty percent of American institutions activities are engaged in providing services. Additionally, service institutions are experiencing sustained and increasing growth.
- **Increased competition:** The growing number of service institutions will lead to intense competition among them. Therefore, relying on service quality will give these institutions multiple competitive advantages.
- **The economic implication of service quality:** Service institutions currently focus on expanding their market share. It's essential for them not only to attract new customers but also to retain existing ones. Achieving this requires a heightened focus on the level of service quality.

The significance of quality is particularly evident in the tourism industry, where performance varies significantly based on education, specialization, training, and experience of service providers. Human factors, along with material components, such as specifications and classification standards for tourism facilities, contribute to measuring quality in each category. Additionally, general public services, including health services, transportation, traffic, and overall cleanliness at tourist destinations, play a crucial role in overall quality. This aspect is closely tied to educational efforts and advanced training programs for those working in the tourism sector (Decisions of the Arab League Council at the Summit Level, 2012).

4.2 Methods for Measuring Service Quality:

There are two methods for measuring quality (Hakam Jubouri Al-Khafaji, No publication year, pp. 81-82.):

4.2.1 Direct Measurement Methods for Service Quality:

It is divided into two parts:

- a) **Survey methods:** Involves randomly or systematically selecting individuals from the community and distributing a survey form. It is a set of questions about a topic that is to be explored. The questionnaire should be easy to understand, and the collected data must be tabulated and analyzed by the relevant entity.

- b) **Direct Observation:** The management itself undertakes the measurement process through direct observation in the workplace, interacting directly with customers and observing their reactions, as well as service providers during their service delivery.

4.2.2 Methods for indirect measurement of service quality:

These methods are divided into two categories:

- a) **Gap model:** Also known as Servqual, it emerged in the 1980s through studies by Parasuraman, Zeithaml, and Berry. The quality assessment according to the gap model means identifying the gap between customer expectations of service level and actual perception, and is expressed as follows:

$$\text{QUALITY SERVICE} = \text{MANAGEMENT'S UNDERSTANDING OF CUSTOMER EXPECTATIONS} - \text{CUSTOMER EXPECTATIONS}$$

Through a study conducted by Berry and his colleagues in 1988, they found that the main axis in evaluating service quality according to this model is the gap between the customer's perception of the actual level of performance of the service and their expectations.

- b) **Trend model:** Also known as servperf, it emerged in 1992 as a result of studies by Taylor and Cronin. In this model, quality is defined as a directional concept that is associated with the customer's perception of the actual performance of the service provided. The trend is defined as the evaluation of performance based on a set of dimensions related to the service provided. The trend model is based on the rejection of the idea of evaluating service quality and focuses on the actual evaluation of the service, i.e., focusing on the customer's perceptions only, since service quality is expressed as a kind of trend, which is a function of the customer's previous perceptions, experiences, and experiences of dealing with the institution and the level of satisfaction with the current performance of the service.

Therefore, we conclude that the trend as a method for evaluating service quality includes the following ideas:

- The current performance of the service determines to a large extent the customer's evaluation of the quality of the service actually provided by the service institution.
- The association of satisfaction with the customer's evaluation of service quality is based on the previous experience of dealing with the institution, meaning that the evaluation is a relatively long-term accumulation process.
- The specific indicators of the level of (quality, reliability, responsiveness, empathy, safety, tangibility) are the basic pillar for evaluating the level of service according to the Servperf model.

4.3 Standards and commitments of quality in tourist destinations:

The tourist must be completely satisfied with all the tourist services and products that the specific tourist destination offers him, meaning that the tourist destination must cover all the aspirations, dreams, and desires of the tourist. For example, and not limited to: (Hossam Darwish, March 8, 2018)

- Price, Security and safety, Ease of access to the tourist destination, Excellent infrastructure, Complete cleanliness, good communications, Excellent public facilities, Outstanding services

- Application of all standards for preserving the environment, reserves, and energy, and preventing pollution on land, sea, and air (drinking water, seawater, safe waste disposal, reducing pollution with the taking of all safe measures to achieve this).
- Public and private transportation must be available, in good condition, and at a fixed price.
- Provision of excellent security protection without disturbance.
- Issuing laws specified by the official authorities for everything in the tourist destination to preserve the heritage and civilization, etc.

Tourism in the world today has become an industry that is subject to quality standards like any product. Therefore, it is very important to focus on: (Hossam Darwish, March 8, 2018).

- The human element, starting with trained workers and service providers who speak the guest's language and culture as well, and deal with him professionally.
- The elements of management must be excellent and trained.
- It is important to take advantage of all the points of distinction of the tourist destination and invest in it in a way that achieves the lofty goal.
- The tourist product in the tourist destination should be fully highlighted, by developing clear marketing and promotional plans with clear landmarks in the short, medium, and long term, and defining the goals of these plans. This should be done by qualified and accredited employees from the Ministry of Tourism, after receiving training courses from accredited.
- Preserving the culture of the host people and their customs and traditions, and pleasing the tourist in an ethical framework, with support for the local community and its development.

The standards and commitments of quality tourism have been identified in the branch of hotels, restaurants, and tourist establishments with the participation of professionals in the sector. These standards and commitments in each sub-sector represent the essential requirements to satisfy customers. They are distributed over ten families as shown in the following table: (Ahmed Mahmoudi, December 2016, p143).

Table 1: Quality standards and commitments in hotels, restaurants, and tourist establishments

| Standard | Assignment |
|--|--|
| Management and development of the institution | <ul style="list-style-type: none"> - Define the major directions to be followed and the essential means. - Charge the institution's executives with responsibility and implement a system that provides reports to the administration. |
| Management of finance and the quality of purchases | <ul style="list-style-type: none"> - Prepare the annual balance sheet for expenses and follow up on its implementation. - Carry out purchases and orders of raw materials and services in an effective way (quality, prices, and deadlines). |
| Guaranteeing the function of marketing, sales, and communication | <ul style="list-style-type: none"> - Know the evolution of the market, customer needs, and improve services. - Implement the communication, promotion, and sales operations of the institution. - Work within a network with various partners in the immediate tourism environment. |

| | |
|---|---|
| Maintenance of the institution and ensuring public services | <ul style="list-style-type: none"> - Preserve the institution's heritage and maintain it, and the budget shows the necessary financial resources for this. - Ensure permanent cleanliness in the places and common spaces, and maintain the components of the institution. |
| Human resources management | <ul style="list-style-type: none"> - Manage employees and retrain their skills and organize human resources. - Ensure the reception of new employees and renew the process of motivating them. - Ensure a firm administrative behavior. |
| Reception and accompanying customers | <ul style="list-style-type: none"> - Provide processing of reservations at the reception desk or over the phone, and ensure good reception. - Ensure efficient processing of reservations by email, fax, or mail. - Provide beautiful entrances and outdoor spaces and maintain them in a way that supports the institution. - Provide the necessary information for customers, and provide a suitable environment for their reception, and accompany them throughout their stay. - Provide the means for the reception of children and people with special needs. |
| Accommodation (room and sanitary facilities) | <ul style="list-style-type: none"> - Propose beautiful rooms with a cheerful and comfortable color, with furniture and appliances of quality. - Provide a bathroom and toilet equipped with the necessary facilities in the rooms. - Provide the necessary elements for the safety of customers within the rooms and in the hotel. - Clean the rooms and sanitary facilities daily. |
| Restaurant and beverage | <ul style="list-style-type: none"> - Propose a charming breakfast that takes into account the habits of customers. - Provide a restaurant that combines aesthetics, color, and ease of access, while ensuring cleanliness and safety in all restaurant facilities. - Propose a clean menu that contains dishes and drinks that are renewed daily, taking into account the diversity of origins, traditions, and cultures related to food. |
| Environment and sustainable development | <ul style="list-style-type: none"> - Take into account the environment and sustainable development in the management of the institution. |
| The Quality Pursuing | <ul style="list-style-type: none"> - Organize the overall quality approach of the institution and implement it to satisfy customers. - Carry out the essential tasks that ensure the continuity of the quality Pursuing. |

Source: Ahmed Mahmoudi (December 2016), "Analysis of the Quality of Tourist Hotel Services for the Hotel of the Brothers Bouazza-Tissemsilt Based on the Actual Performance Model, Al-Mieyar Journal, N^o 16, University Center of Tissemsilt, p. 143.

Since Algeria adopted the Algerian Tourism Quality Plan, tourist establishments, led by hotels, have sought to participate in this plan in order to gain a local and international competitive advantage. The following table shows the number of participants in the quality plan for the period 2018-2022: (Ahmed Mahmoudi, December 2016, p143).

Table 2: Number of participants in the quality plan for the period 2018-2022

| Years | Hôtel establishments | Tourism and travel agencies | Thermal stations | Restaurants |
|--------------|-----------------------------|------------------------------------|-------------------------|--------------------|
| 2018 | 225 | 200 | 7 | 18 |
| 2019 | 225 | 200 | 7 | 18 |
| 2020 | 226 | 200 | 7 | 18 |
| 2021 | 246 | 222 | 7 | 18 |
| 2022 | 250 | 231 | 7 | 18 |

Source: General Directorate of Tourism.

Algeria has experienced a significant influx of foreign tourists of all nationalities this year, from January to August 2023. About 23 million tourists were recorded, including 2,500 who benefited from visa-on-arrival procedures. In addition, more than 140 million vacationers flocked to the beaches, of which 617 are allowed for swimming. Also, 47 hotel establishments came into service across the country's various states (Almasdar-DZ, October 2, 2023).

5. The mechanism for building a quality program within the framework of the Algerian tourism quality plan:

Building and implementing a quality program in the tourism sector requires six stages: (Decisions of the Arab League Council at the Summit Level, 2012).

5.1 Definition:

Tourism quality is defined as meeting the needs and expectations of tourists from products and services in a manner that is consistent with the agreed contractual terms.

5.2 Vision:

The vision is to intensify cooperation between sectors and establishments, to comply with quality standards, to raise the level of quality in tourism establishments, and to improve the competitive position of the Algerian state in the world as a single tourist region.

5.3 Program Objectives:

The objectives of the tourism quality program are to:

- Adopt standards for classifying and qualifying Algerian tourism establishments.
- Develop mechanisms for monitoring the quality of Algerian tourism after putting in place the necessary controls.
- Benefit from the efforts of civil society institutions related to tourism activities in raising the level of quality of tourism services.
- Enhance the role of professional associations in applying quality standards in tourism establishments.

5.4 Program Activation Areas and Means:

These areas and means are as follows:

- Conducting competitions between tourism establishments and promoting them in the media in a way that encourages all establishments to raise their level of quality and advertise them adequately.
- Establishing unified standards and measurements for all tourism and hotel establishments in light of international standards, and entrusting a specialized body to monitor the quality of tourism products, through a program, controls, a system, and specific monitoring mechanisms, and preparing periodic reports on the quality of establishments.
- Supporting the establishment of tourism professional associations and setting conditions for each profession.
- Working to implement tourism quality indicators.
- Unifying the licensing authority in the state.

5.5 Mechanisms and Sources of Funding for the Program:

The mechanisms and sources of funding for the program are as follows:

- The Ministry of Tourism.
- The Union of Tourism Chambers.
- Relevant civil society institutions.

5.6 Method of Monitoring Program Implementation:

Program implementation is monitored by following the following steps:

- The Ministry of Tourism and Traditional Industries is responsible for monitoring the implementation of the tourism quality program due to its specialization in the field.
- The implementation of the tourism quality program and its results are monitored through the follow-up of the National Competitiveness Report.
- A workshop is held at the national level to discuss the evolution of the competitive position of tourism establishments and analyze the reasons.
- The Algerian government is responsible for issuing a periodic report every two years on the competitive tourism situation in light of the application of tourism quality indicators

6. Issues and Challenges of the Current Situation:

Tourism services suffer from significant shortcomings in many of our tourism establishments, due to:

6.1 The difficulty of implementing the tourism quality plan:

The difficulty of implementing the tourism quality plan is due to the following reasons: (Ayadi Abdeljabar, Kharraz Faisal, Messeghouni Samira, 2018, p50).

- The absence of an effective body at the Ministry of Tourism that ensures the implementation and monitoring of quality plan at the level of tourism establishments.
- The lack of continued support and guidance from the Ministry of Tourism-to-tourism operators, as well as weak coordination.
- The absence of media awareness about this tourism quality plan.

- The lack of sufficient knowledge on the part of tourism establishment owners, especially hotel owners, of the benefits and objectives of tourism quality plan.
- The condition of tourism establishments in Algeria is old, which requires a large amount of money to be renewed.
- No tourism quality brand has been awarded to any tourism establishment. The weak influx of foreign tourists to Algeria, despite some compliance with the tourism quality plan.

In addition: (Decisions of the Arab League Council at the Summit Level, 2012).

- The weak qualification of specialized cadres in the country who can deal with tourists.
- The lack of specialized quality control institutions to monitor tourism establishments and products.
- The difference between specifications and classification standards for quality level between countries affects the value of the quality offered to tourists.
- The fierce competition to attract tourists in quantity rather than quality has a negative impact on the quality level.
- There are no unified conditions for tourism professions, the classification of tourism establishments, and tourist guidance.

6.2 Difficulty of Measuring Service Quality:

There are many problems that service management suffers from. For example, some managers have the impression that they know exactly what the customer wants, but this is a big problem because they do not know, and they do not know that they do not know. This results in efforts and investments being made in things that may not be in line with what the customer wishes. For example, the service provider may think that the customer prefers a variety of services offered in the tourism market, and perhaps the customer's problem is the length of the queue or poor treatment; In our establishments, we sometimes notice that the service provider employee is very concerned about conveying to you the message that "I am not less than you." This is a strange thing, and sometimes you find that the service provider is arrogant towards customers as if it is their duty to please this employee in order to pass the tests for measuring the employee's satisfaction with the customer. The process here is inverted and confusing (Industrial Management Blog, November 8, 2009).

One of the amazing things in developed countries is that the employee who provides you with the service may not be acceptable in appearance, and his actions in his private life may not be acceptable, but at work he provides you with the service at the same level that you find from another employee. The reason for this is that there is a measurement of the service level, and the employee who does not perform the service in a manner that satisfies the customers may suffer from punishment and possibly dismissal from work; The same applies to internal services, and sometimes the matter is even more bitter. You find the employee who provides a service to his colleagues treating them with arrogance and pride, and you find the service has no time, meaning that it may be completed in minutes if you are a friend of the service provider, and it may take several weeks. You find a matter that is completed with one signature once and requires five signatures another time, and you do not find anyone who thinks about measuring the speed of service or the quality of service (Industrial Management Blog, November 8, 2009).

6.3 Negligence in Measuring Service Quality:

The process of measuring any indicators of service quality is a process that is not important in the view of many establishments. In addition, not measuring service quality and not knowing customer requirements leads to many problems: (Industrial Management Blog, November 8, 2009).

First, this makes each employee act according to their nature. You find the respectful employee dealing with respect, and the disrespectful employee dealing in an inappropriate manner.

Second, the service is not improved because we did not know that there were problems in the first place.

Third, the failure to improve the service leads to customers going to a competitor. The problem here is that some people think that the situation will remain the same and that no better competitor will appear, and this is almost impossible. It is in the nature of life for competitors to develop and for new competitors to emerge. Therefore, unless we develop ourselves, we will end up out of competition.

You may think that the volume of sales or revenue is a measure of service quality, but this is not true. Revenue may decrease due to external factors such as financial crises that affect individual income, and revenue may increase due to rising prices. The revenue may remain high for years with poor service as a result of the absence of a better competitor. However, measuring service quality means measuring the service time, measuring the number of complaints, measuring the length of queues, measuring the disparity in the speed of service, measuring the change in the level of materials provided (food, products, medicines, etc.), measuring customer satisfaction in general and specifically about the treatment, about the speed of response, about the comfort in the waiting area, and about the services and comfort in the service area (Industrial Management Blog, November 8, 2009).

6.4 Using questionnaire to Poll Customer Opinions:

Unfortunately, some managers do not understand the concept of sampling and that it can represent all customers. As for the seriousness of the answer, it is easy to identify by placing one or two repeated questions in the same questionnaire but in a different style. If the customer answers one of them with one answer and answers the other question with the opposite answer, then the answers of this customer are completely excluded. It is natural that customers will tell the truth, because there is nothing to prompt them to lie. If the customer mentions something that seems trivial, it may help us to develop ourselves, and in the end, it is possible to neglect any speech that has no weight (Industrial Management Blog, November 8, 2009).

6.5 Customer Opinions is a valuable treasure:

Successful establishments seek out customer feedback and pay great attention to complaints because they convey some of the customer's problems. There is a statistic that says that only 4% of customers who are not satisfied with the service convey their dissatisfaction to the establishment that provides the service. This means that 96% of customers who are not satisfied will not tell you about it and will have problems that may make them not come back to you again. The statistic also says that every dissatisfied customer will tell 10 to 20 people. Can you imagine the extent of the damage? How will you know what bothers 96% of customers who are not satisfied with the service? How do you make them come back to you again? How do you prevent them from spreading a bad image about your establishment? If you do not strive hard to make the customer who is not satisfied with the service tell you about their problem, the customer will leave you and harm the reputation of your establishment. In fact, the problem will continue to bother other customers and then they will leave you. All this and you do not doubt that you know what customers want. Therefore, it is not enough to leave a complaint box or a short survey in the service area. But it is the pursuit of the customer to give his opinion. For example, you can talk to him face-to-face after the end of the service and ask about any matters that he did not like. We can call the customer by phone to ask about the level of service. We can open channels for him to complain better than the suggestion box. There is email, phone, customer service,

and so on. The establishment must show the customer that it wants him to complain if he does not like anything, and show him that it is very serious and very keen to get his opinion on the service. The service provider does not sit in his office and say that the customers did not show their dissatisfaction with the miserable service he provides, but he must be present in the place of service to hear their comments and to ask them for their opinion. The responsibility for obtaining customer feedback is the responsibility of the establishment and not the responsibility of the customer (Industrial Management Blog, November 8, 2009).

6.6 The Difficulty of Measuring Internal Service Quality

How will the manager know that the service department such as information systems, recruitment, or personnel affairs provides the service to other employees in a satisfactory manner? If one of the employees comes to the manager of the establishment to complain, the manager of that service department will respond to him and the manager of the establishment cannot know the truth. At best, that manager will tell him that he will solve the problem of that employee. But the problem may be bigger than that, the service may be really bad. And if that statistic says that 4% of customers who are not satisfied with the service complain, then the matter in the case of internal customers may be less, because the complaint here will be to their senior manager and therefore you find a few employees reach their complaint to that manager. Measuring the quality of internal service is important. Therefore, measuring the quality of services is not a mathematical operation or a practical test, but it is a more difficult matter. However, it is a very important and possible process, and it is the way to improve the services that are either the establishment's core activity or its internal activity (Industrial Management Blog, November 8, 2009).

7. Conclusion:

The growth in the tourism sector is a strong incentive to develop a tourism quality plan and program in order to build a tourism strategy that contributes to the development of this sector with a clear vision and specific objectives that enable it to contribute optimally to the economic and social development of the Algerian state, without neglecting the disparities between the conditions of the tourism sector in different countries of the world, whether due to disparities in capabilities, or differences in the degrees of antiquity and modernity of the tourism industry, or neglecting the security conditions, and other conditions that Algeria may be exposed to, and so that the strategy targets achieving the required development, with a convergence in performance and quality levels, both of which positively reflect on improving promotion opportunities, and add a useful regional dimension to the country's regions. Here are the most important recommendations, proposals, procedures, and executive programs that can contribute to the success of both the plan, quality program, and tourism sector strategy in Algeria: (Industrial Management Blog, November 8, 2009).

- **Recommendations and proposals:**

which is represented in:

- Prepare standards for the classification and qualification of tourist facilities.
- Establish standards and specifications for monitoring the quality of tourist facilities.
- Prepare controls and penalties for violators of quality standards in tourist facilities.
- Speed up the establishment of professional associations and support those in existence to apply standards in tourist facilities.
- Prepare standards for tourist licenses.
- Identify the supervisory body for tourist facilities.

- **Expected benefits of the proposals:**

Include:

- Create qualified and specialized technical cadres.
 - Increase the level of tourist service.
 - The efficiency of quality and tourist service to attract more tourists.
 - The efficiency of quality works to create fair competition, which makes the level of service provided to the tourist at a high level.
 - Identifying the supervisory bodies for tourist facilities.
 - Developing high-level facilities that meet the needs of the consumer.
- **Executive procedures and programs:**

This will be achieved by working on:

- Assign a specialized body to monitor the quality of tourism products, review violations, prepare surveys and periodic reports on the quality of those facilities.
- Establish associations for all tourism professions.
- Work to implement the indicators for tourism quality.
- Apply the tourism excellence brand.

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