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**Title of Thesis:** THE ROLE OF QUALITY CIRCLES PROGRAMS IN THE HOTEL INDUSTRY "APPLIED TO FIVE-STAR HOTELS IN CAIRO AND GIZA".

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**Department:** Hotel Studies      **Approval:**

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## ABSTRACT

Quality Circle (QC) is one of the employee participation methods. It implies the development of skills, capabilities, confidence and creativity of the people through cumulative process of education, training, work experience and participation. QC itself is a completely voluntary body. Nobody is paid to join, nobody is forced to join, and nobody is penalized for not taking part.

As with the case of this study, the researcher had a closer look to the quality circles' concept, a brief history to settle on the roots of this concept, also another sight went to the core principles, a short notes for the teamwork theories, the authentic role of QC, and their impact on employee satisfaction. Key implementation barriers and critical success factors are identified. In this study, a methodology for evaluating the role of QC in five star hotels in Cairo and Giza was presented. Semi-structured interviews were conducted with the senior levels in the investigated hotels. The researcher carried out ١٠٠ interview meetings during the field study. ٣٢ self-administrated questionnaire were also applied and directed to hotels' line staff( with an average response rate ٩٠,٧%).

The findings discovered that hotel seniors were more aware than line staff about the QC concept. It was also revealed that there is a strong relationship between QCs influence on the work environment improvements and employee satisfaction. Generally, the problems and difficulties that business in general, and the hospitality industry in particular, are facing as a result of the current economic crisis can be eased somewhat by the implementation of QCs. QCs could be succeeded with a little costs if support and commitment from both line staff and executives are in conformity with those programs.

Overall, this research issues a call for management to re-examine the use of QC as a potential strategy and to integrate QC with other team type



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initiatives for continuous improvement. As well as for five star hotels to learn from the experience of the success model by implementing rather cheap programs.

**Keywords:** *Quality Circle, Teamwork, Employee Satisfaction, Critical Success Factors, Self-Administrated Questionnaire, Semi-Structured Interviews, Work Environment Improvements, Support and Commitment.*