

PROCEEDING BOOK OF
3RD INTERNATIONAL
CONFERENCE ON
FRONTIERS IN
ACADEMIC RESEARCH
ICFAR 2024

PROCEEDING BOOK OF 3RD ICFAR 2024:

15 – 16 June 2024

Konya, Turkey

Publication date: 28.06.2024

Publisher: All Sciences Academy

All Sciences Academy

<https://www.allsciencesacademy.com/>

3rd International Conference on Frontiers in Academic Research ICFAR 2024: edited by All Sciences Academy.

ISBN: 978-625-6314-16-0

As this is a serial book published annually, it has ISBN. ISBN links to a series of proceeding based on 3rd International Conference on Frontiers in Academic Research ICFAR 2024.

ISBN: 978-625-6314-16-0

International Conference Website

<https://www.icfarconf.com/>

Publication of record for individual papers is online in the ASP Digital Library: as-proceeding.com. This website is used to distribute the articles into various databases. For citing online articles please use ISBN.

INTRODUCTION

We had the great honor of organizing the ICFAR 2024. It was truly a great pleasure for us to greet a lot of participants from many different countries attending ICFAR 2024! We firmly believe that the conference will become an important international event in the field of cross-industry discussion about innovations in Academic Studies.

ICFAR 2024 was organized by All Science Academy located in Konya, Turkey.

Three cooperating organizations supported the four-day conference. There were 430 papers accepted for presentation at ICFAR 2024, contributed from different countries. We had plenary speeches and several well-known scientists and experts, to give invited talks at different sessions.

The purpose of ICFAR 2024 was to provide a forum for the participants to report and review innovative ideas, with up-to-date progress and developments, and discuss novel approaches to the application in the field of their own research areas and discuss challenges of doing science.

We sincerely hope that the exchange of ideas on doing research, science and improving education will help the participants, and international cooperation sharing the common interest will be enhanced.

On behalf the Organization Committee of ICFAR 2024, we would like to heartily thank our cooperating organizations for all they have done for the conference. We would also like to thank the authors for their contribution to the proceedings; the participants and friends of ICFAR 2024, for their interest and efforts in helping us to make the conference possible; and the Editorial boards for their effective work and valuable advice, especially the ICFAR 2024 secretariat and the ICFAR 2024 staff, for their tireless efforts and outstanding services in preparing the conference and publishing the Proceedings.

Publisher: All Sciences Academy

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88	DÜNYA KUPASINA KATILACAK MODERN PENTATLON SPORCULARININ SPORTMENLİK YÖNELİMİNİN VE SPORCU RUH SAĞLIĞI DÜZEYLERİNİN İNCELENMESİ	Serhan Sabri HAMAT, Belgin GÖKYÜREK	Turkey, Turkey	Submission 1173
89	Study of electrical resistivity of hafnium in the wide temperature range using classical and quantum mechanical methods	Zafer Doğan, Tural Mehmetoğlu	Turkey, Turkey	Submission 1175
90	Study of specific heat capacities of aluminum boron nitride (AlBN ₂) using Einstein-Debye approximation	Zafer Doğan, Tural Mehmetoğlu	Turkey, Turkey	Submission 1176
91	Consumer perception on use of food processing waste in preparation of functional food: A review	Tusneem Kausar, Ashiq Hussain	Pakistan, Pakistan	Submission 1179
92	Efficient Replication Strategy for Mobile CHORD with Reduced Network Overhead	Hamza Khemliche, Meriem Messaoudi, Ouafia Belgherbi, Samah Boudour, Leila Lamiri, Fayçal Medjili	Algeria, Algeria, Algeria, Algeria, Algeria, Algeria	Submission 1181
93	Computational study of the inclusion of a local anesthetic in cavities of two cyclodextrins	Nourredine Meddah-Araibi, Tefaha Fergoug, Mansour Azayez, Youcef Bouhadda	Algeria, Algeria, Algeria, Algeria	Submission 1186
94	ENERJİ DEPOLAMA SİSTEMLERİ	Nurullah AKGÜN, Serdal DAMARSEÇKİN	Turkey, Turkey	Submission 1189
95	Flow and Thixotropic Parameters for Rheological Analysis of Cosmetic Moisturizing Cream	Fouzia Benoudjit, Hassina Boussak	Algeria, Algeria	Submission 1190
96	Insight into structural, electronic, elastic and magnetic properties of full Heusler alloys by DFT investigation	Righi AYA, Bendahma FATIMA, Labdelli ABESS, Mechehoud KHEDIDJA, Mana MOHAMED, Achir Bilel	Algeria, Algeria, Algeria, Algeria, Algeria, Algeria	Submission 1193
97	A Deep Based Approach for Pre-Classifying Skin Diseases With Using Artificial Intelligence Techniques	Ali Berkan URAL	Turkey	Submission 1194
98	Parasitically Coupled F-Shaped Microstrip Antenna for 2.4 GHz Wi-Fi Applications	Yağız Haktan Gözkaman, Recep Taha Cansuyu, Rozerin Turan, Merih Palandöken	Turkey, Turkey, Turkey, Turkey	Submission 1196

99	Effect of biofertiliser on the variation in polyphenol content of aqueous extracts from tomato leaves (<i>Lycopersicon esculentum</i> Mill)	Amara Nacira, Amara Sabrina, Chaib Selma, Draï Wissem	Algeria, Algeria, Algeria, Algeria	Submission 1199
100	A different set of methods was utilized to calculate the Urbach energy and optical gap energy of Zn-doped NiO thin films formed by spray pyrolysis	Maghni Cherif, Zauouche Chouaieb, Dahbi Laid	Algeria, Algeria, Algeria	Submission 1202
101	From short dry spells to very long dry spells – case study of Shkodra city	Tanja Porja, Klaudio Peqini	Albania, Albania	Submission 1206
102	Effect of Temperature on Bioethanol Production from Liquid Waste Generated after Extraction	FERROUDJ Nawal, BENSEFIA Chaima, KAHALERRAS Fatma	Algeria, Algeria, Algeria	Submission 1207
103	Global dynamics and mathematical study for a heroin hybrid model	Zirar Imane Hana, Lakmeche Abdelkader, Touaoula Mohamed Tarik, Helal Mohamed, Bensid Yazid	Algeria, Algeria, Algeria, Algeria, Algeria	Submission 1209
104	Öğretmenlerin Bilinçli Farkındalık Düzeyleri ile Psikolojik Sağlamlık Düzeyleri Arasındaki İlişkinin İncelenmesi	Mücahit DURSUN	Turkey	Submission 1210
105	Comparative Analysis of Time Series and Machine Learning Forecasting Methods: Effectiveness and Applicability Across Domains	Selin SARAÇ GÜLERYÜZ	Turkey	Submission 1220
106	Blowing-up solutions for time-fractional differential equations	Abdelatif Boutiara	Algeria	Submission 1223
107	Kolaviron isolated from <i>Garcinia kola</i> seed inhibits snake venom phosphodiesterase activity	Azubuike Ikechukwu Okafor	Nigeria	Submission 1224
108	Comprehensive Characterization of Eco-Friendly marine Algae based Composites	Hafssa Atlas, Boukhlifi Fatima	Morocco, Morocco	Submission 1225
109	Green Alternatives for Dye Removal: Comparative Study of Seaweed and Sugarcane Bagasse	Hafssa Atlas, Smail Imame, Hafssa El-Idrissi, Khaoula Loukili, Boukhlifi Fatima	Morocco, Morocco, Morocco, Morocco, Morocco	Submission 1226
110	Analyzing the Existence of Solutions for Caputo Fractional q-Differential Equations with Variable Order	Zineb Bellabes, Naima Boussekkine	Algeria, Algeria	Submission 1228
111	optimization for high-efficient and more stable RbGeI ₃ perovskite solar cells	Abdelkader Bouhenna, Kada BOUALEM, Nabil Beloufa, Soufi Hadjer	Algeria, Algeria, Algeria, Algeria	Submission 1229
112	Effects of Salt Stress on Germination and Seedling Growth of Sweet Corn	Birgul Guden	Turkey	Submission 1231
113	Characteristic study of the morphology, electronic conductivity and thermal degradation of PLA biopolymer and its ZnO composites	Noudjoud HOUAS, Delloula LAKHDARI, Hanane TOUHAMI	Algeria, Algeria, Algeria	Submission 1232
114	Types of Misconceptions and Diagnostic Instruments Used to Identify Students Misconceptions in Chemistry Subject	Yam Pui Mun, Corrienna Abdul Talib	Malaysia, Malaysia	Submission 1233
115	Frontiers in Soil Science: Integrating Optical and Radar Remote Sensing for Superior Soil Moisture Estimation in Kairouan, Tunisia	Mohamed Rajhi, Endre Dobos	Hungary, Hungary	Submission 1234
116	Effect of the Temperature Regime Variations on Heat Treatment Process of Nanocrystalline-based Magnetic Cores	Taylan Günes	Turkey	Submission 1236
117	Preparation and study of the effect of Nd substitution on structural and microstructural properties of La _{0.7-x} Nd _x Ba _{0.2} Sr _{0.1} MnO ₃ (x=0.00 and x=0.05) manganite compounds	Fatih DENBRI, Nabil MAHAMDI OUA, Sadek BOUFLIGHA	Algeria, Algeria, Algeria	Submission 1239
118	Quasistatic Contact with Wear in Electro-Elasto-Viscoplastic Solids with Damage	Laldja Benziane, Nemira Lebri	Algeria, Algeria	Submission 1244
119	Fractional p-Laplacian in Singular Elliptic Problem with Discontinuous Nonlinearity	H. Achour, S. Bensid	Algeria, Algeria	Submission 1245
120	Contribution to the study of antioxidant activity of Aqueous extract of <i>Thymus vulgaris</i>	Mohamed Khiari, Zine Kechrid	Algeria, Algeria	Submission 1246
121	Fabrication Of Flexible Thin Film Substrates By The Extraction Of CNCs From Cellulosic Materials	Abdul Basit, Hafeez Anwar	Pakistan, Pakistan	Submission 1249
122	Language, Culture, and Ecology: Investigating ECLA Levels at Graduate-Level Education	Vesna Prodanovska-Poposka	North Macedonia	Submission 1250
123	The shortening structures following the Mw 7.6 Elbistan (Türkiye) 2023 Earthquake	Mehmet Köküm	Turkey	Submission 1253
124	Introduction to Artificial Intelligence and Machine Learning Algorithms: A Review	Muhammad Umer Karimi, Sardar Muhammad Abubakar, Shiekh Junaid Mustafa, Burhan Ahmad	Pakistan, Pakistan, Pakistan, Pakistan	Submission 1261
125	Characteristic study of the morphology, optical capacity and thermal degradation of PLA biopolymer and its ZnO composites	Noudjoud HOUAS, Delloula LAKHDARI, Hanane TOUHAMI	Algeria, Algeria, Algeria	Submission 1265
126	The Contribution of Greenhouse Gas Emission Mitigation of Recycling Waste	Faruk KOÇAK, Zeynep EREN	Turkey, Turkey	Submission 1268
127	Effects of cannabis on multiple visual parameters and self-perceived eyesight: A cross-sectional study in cannabis users in Morocco	Karima Raoui, El Mehdi Wakrim, René J. Combe, Mohamed Cherkaoui, Abderrahman Chait	Morocco, Morocco, Morocco, Morocco, Morocco	Submission 1272

128	Experimental Assessment of Parameter Identification Techniques for Leroy-Somer Emerson Permanent Magnet Synchronous Motors (PMSM)	Aissa Redhouane Harkat, Linda barazan, Larabi Abdelkader, Abdelouadoud Loukriz, Abderrahim Zemmit	Algeria, Algeria, Algeria, Algeria, Algeria	Submission 1273
129	Elimination of Gentian violet in water using Barbary fig seeds as bio-coagulant	MOKHATI Aya, AISSOUS Bochra, FERROUDJ Nawal, BENALIA Abderrezzaq, DERBAL Kerroum	Algeria, Algeria, Algeria, Algeria, Algeria	Submission 1274
130	Functional properties of bioactive compounds from Spirulina sp.	Saada zakia, charef nassira, Tamer fatma zohra, Belaid Bouthaina, Nasri hichem	Algeria, Algeria, Algeria, Algeria, Algeria	Submission 1275
131	Optimizing Physical and Photocatalytic Performance of ZnO Thin Films Through Varying Thickness in SILAR Deposition	Hadjer Barkat, Yousra Khadraoui, Elhachmi Guettaf Temam, Rahmane Saad	Algeria, Algeria, Algeria, Algeria	Submission 1276
132	Effect of film thickness on the electrical properties of pure Zinc oxide thin films	Hadjer Barkat, Yousra Khadraoui, Elhachmi Guettaf Temam, Rahmane Saad	Algeria, Algeria, Algeria, Algeria	Submission 1277
133	Photogrammetry Through the Luma AI Application and the Possibilities of its Use in Education	Gergely Kocsis, Ondrej Takáč	Slovakia, Slovakia	Submission 1283
134	Modeling of soil consolidation around the tunnels	Ibrahim MAHROUG, Abdelhafid MAHROUG	Algeria, Algeria	Submission 1284
135	Iron doped Zinc Oxide: optical and structural properties	Abdelhafid MAHROUG, Ibrahim MAHROUG, Samia MEDJENAH	Algeria, Algeria, Algeria	Submission 1285
136	Solutions of (1+1)-dimensional Dirac equation with for some models of symmetric PT potentials and position-dependent mass by using SUSY QM approach	Samia MEDJENAH	Algeria	Submission 1286
137	The optoelectronic properties of novel Lithium tetrafluoroaurate (III) LiAuF ₄ : First-principles calculations	Ishak Mebarkia	Algeria	Submission 1288
138	Grey Wolf Optimization and Particle Swarm Optimization- Support Vector Regression Approach for Predicting HLB of Surfactant	Nada Boukelkal, Soufiane Rahal, Redha Rebhi, Mabrouk Hamadache	Algeria, Algeria, Algeria, Algeria	Submission 1289
139	Durability of Mortars Prepared with Addition of glass powder, Slag, and natural pozzolan	Boubakeur Seddik Elbahi, Leila Zeghichi, Fodil Dif, Bachir Elbahi	Algeria, Algeria, Algeria, Algeria	Submission 1290
140	Determination of the Effect of Progressive Muscle Relaxation Exercises on the Perceived Stress Level of Nursing Students Before the Clinical Practice of Mental Health and Diseases Nursing Course	Ozden Yuvalı, Berna Bayır	Turkey, Turkey	Submission 1293
141	Evaluating Mechanical and physical properties of recycled HD-PE Biocomposites reinforced with Esparto grass and natural Pozzolan.	Bouchra Achour, Abdelkader Ziadi, Lahcen Belarbi, Allel Mokaddem, Abdelkader Lousdad	Algeria, Algeria, Algeria, Algeria, Algeria	Submission 1297
142	Preparation and effect of 10% Sn substitution for Mn on La _{0.7} (Ca,Ba) _{0.3} MnO ₃ compound's structural and electrochemical corrosion behavior in 3 wt. % NaCl solution	Sadek Boufligha, Nabil Mahamdoua, Fatih Denbri, Benzaid Roumaissa, Belhour Amina	Algeria, Algeria, Algeria, Algeria, Algeria	Submission 1298
143	Using the AHP to Identify Priority Bridges for Seismic Resilience Enhancement	Mohammed Abdellaoui, Mohamed Badaoui, Mahmoud Ben saibi, Said koriga	Algeria, Algeria, Algeria, Algeria	Submission 1299
144	Comparative Study of Optimization of Phenolic Compounds Using ANN and RSM Models	BENMANSEUR Anfel, HAB Fatma Zahra, DERGUINE Rania, TACHOUR Rechda Amel, TACHERFIOU Mustapha, KHETTAL Bachra, REZGUI Abdelmalek, SOBHI Widad	Algeria, Algeria, Algeria, Algeria, Algeria, Algeria, Algeria, Algeria	Submission 1300
145	Destructive and Non-Destructive Evaluation to study of Plastic Waste Aggregate Mortar	N. Latroch, A.S. Benosman, A. Badache, M.Hacini, M. Mouli, O. Safer	Algeria, Algeria, Algeria, Algeria, Algeria, Algeria	Submission 1302
146	Unlocking the Power of Artificial Intelligence: Building Digital Twins with Classification Algorithms for Optimized Geothermal Drilling	Orkun TEKE	Turkey	Submission 1303
147	OPTIMIZING EMOTION RECOGNITION: MULTIMODAL ANALYSIS OF TEXT AND AUDIO WITH METAHEURISTIC ALGORITHMS	G. Janaki, R. L. Jasmine	India, India	Submission 1304
148	Effectiveness of the Geneious Prime Software in High Throughput Sequencing Data Analysis of Plant Viruses	Serkan Önder	Turkey	Submission 1309
149	Combining CNN with hand-crafted features for Diabetic retinopathy classification	Abderaouf Moustari, Youcef Brik, Bilal Attallah	Algeria, Algeria, Algeria	Submission 1310
150	Deep neural networks for an accurate palmprint recognition system across multiple instances	Nadir Cheyma, Attallah Bilal, Brik Youcef	Algeria, Algeria, Algeria	Submission 1311
151	Investigating the QCD Equation of State at Finite Temperature and Chemical Potential	Amal Ait El Djoudi, Rokaya Djida, Faiza Ramdani	Algeria, Algeria, Algeria	Submission 1312
152	Low-temperature sol-gel synthesis of mullite precursor powder: characterization, sintering behavior, mechanical properties	Ahcen Keziz, Meand Heraiz	Algeria, Algeria	Submission 1314
153	A scoping review on games-based learning	Wan Nor Azlina Wan Abdullah,	Malaysia, Malaysia	Submission 1316

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154	Challenges and Approaches to Motivate Students in Learning Chemistry: A Scoping Review	Syaida Ab Manaf, Corrienna Abdul Talib	Malaysia, Malaysia	Submission 1317
155	A Review of AI-Based Approaches against Wormhole and Blackhole Attacks in AODV Protocol	Zainab Bashar Ibrahim, Mayada Faris Ghanim	Iraq, Iraq	Submission 1323
156	Impact of Thermal Aging and Water Absorption on the Mechanical Properties of 18/30 kV XLPE-Insulated Cables	Hani Terfa, Saâd Chouch, Younes Hamache, Sayah Merazi	Algeria, Algeria, Algeria, Algeria	Submission 1326
157	Detection of Diabetic Retinopathy Using a Pre-trained Inception-v3 Model	Ishaq Aiche, Youcef Brik, Bilal Attallah	Algeria, Algeria, Algeria	Submission 1327
158	Scoping review: non-traditional approaches to enhancing student learning in chemistry education	Li Lefan, Corrienna binti Abdul	Malaysia, Malaysia	Submission 1328
159	Promoting Energy Efficiency and Sustainability in High-Rise Buildings: A Critical Review	Emaan Ishaq, Burhan Ahmad	Pakistan, Pakistan	Submission 1330
160	Machine Learning Techniques for Material Property Prediction: ZnO and Zn-ion Battery Material Case Studies	Amine bayoud, Raidou abderrahim	Morocco, Morocco	Submission 1332
161	Enhancing Energy Efficiency of Existing High-Rise Buildings: A Comprehensive Review	Emaan Ishaq, Burhan Ahmad, Muhammad Ayyaz Haider Bhatti	Pakistan, Pakistan, Pakistan	Submission 1333
162	Structural Insulated Panels (SIPs) in Construction; Energy Efficiency, Seismic Performance and Sustainability: A Review	Emaan Ishaq, Burhan Ahmad	Pakistan, Pakistan	Submission 1334
163	Numerical Study on the Coupled Effect of Particles Concentration and Flow Velocity on Their Transport and Deposition in Saturated Fractured Media	Bouragaa Kheira, Bennacer Lyacine, Ahfir Nasre-dine	Algeria, Algeria, Algeria	Submission 1336
164	Sequential Approach for Landfill Leachate Treatment: Coagulation-Flocculation and Advanced Oxidation Processes Activated by UV/Ultrasound	Hamza Bellouk, Imane El Mrabet, Karim Tanji, Mostafa Nawdali, Hicham Zaitan	Morocco, Morocco, Morocco, Morocco, Morocco	Submission 1337
165	Numerical Analysis on the Effect of Bar Diameter on Bond Stress-Slip Behavior in ABAQUS	Sana Shaukat	Pakistan	Submission 1342
166	Response Surface Optimization of Bioactive Phenolic Compound Extraction from Orange Peels	Sid Ahmed El Khalil AHED MESSAOUD, Khedidja BENOUI, Anes GHAZI, Marwa Lamise HAMEL, Sabrina OULAD BRAHIM	Algeria, Algeria, Algeria, Algeria, Algeria	Submission 1344
167	Flaxseed (<i>Linum usitatissimum</i> L) as a Natural Coagulant for Urban Wastewater treatment: Optimizing Colloidal Matter Removal using Response Surface Methodology	Anes GHAZI, Khedidja BENOUI, Sid Ahmed El Khalil AHED MESSAOUD, Sabrina OULAD BRAHIM, Marwa Lamise HAMEL	Algeria, Algeria, Algeria, Algeria, Algeria	Submission 1345
168	Visible-Light Driven Photocatalytic Degradation of Congo Red with Zinc Oxide : Process Optimization using Box-Behnken Design	Sabrina OULAD BRAHIM, Khedidja BENOUI, Marwa Lamise HAMEL, Anes GHAZI, Sid Ahmed El Khalil AHED MESSAOUD	Algeria, Algeria, Algeria, Algeria, Algeria	Submission 1346
169	Mean-field study of magnetic properties in a bilayer graphene Ising system	Mohammed Salama, Nabil Hachem, Elbachir Dahbani, El Bouâzzaoui Choubabi	Morocco, Morocco, Morocco, Morocco, Morocco	Submission 1347
170	Enhanced Visible-Light Photocatalytic Degradation of Methylene Blue with Copper (II) Oxide: Process Optimization using Box-Behnken Design	Marwa Lamise HAMEL, Khedidja BENOUI, Sabrina OULAD BRAHIM, Sid Ahmed El Khalil AHED MESSAOUD, Anes GHAZI	Algeria, Algeria, Algeria, Algeria, Algeria	Submission 1348
171	Weyl-Dirac Equation in Fractional-Dimensional Space: GRAPHENE IN THE PRESENCE OF AN ELECTROMAGNETIC FIELD	Asma MERAD, Souheib MERAD	Algeria, Algeria	Submission 1349
172	Characterization of TiO ₂ nanoparticles synthesized by modified co-precipitation method	S. Hadjab, F. Boufelgha, N. Brihi1, R. Zellagui, MC. Benachour, F. Labreche, M. khat	Algeria, Algeria, Algeria, Algeria, Algeria, Algeria, Algeria	Submission 1351
173	Study of an in depth characterization of discharges from the exploitation of iron ore cae of the El'Ouenza mine	BOUZERIBA Hadjer, BOUZIDI Nedjima, IDRES Abdelaziz, LAALA Imen	Algeria, Algeria, Algeria, Algeria	Submission 1352
174	CHARACTERIZATION OF PHOSPHATE REJECTS OBTAINED FROM THE PHOSPHATE ORE TREATMENT OF DJEBEL ONK (TEBESSA NE ALGERIA)	LAALA Imen, BOUZIDI Nedjima, ELICHE-QUESADA Dolores, BOUZERIBA Hadjer	Algeria, Algeria, Spain, Algeria	Submission 1353
175	Coordination and electronic structure of monometallic complexes: DFT investigation	MERAD Sara, Aimene Nadjet, Mecheri Sabri, Zaiter Abdellah, Zouchoune Bachir, BOUAICHA Abderrachid, HADJADJ Mekki	Algeria, Algeria, Algeria, Algeria, Algeria, Algeria, Algeria	Submission 1354
176	Common fixed point theorem for multi-valued generalized contractive mappings in b-metric spaces	Merad Souheib	Algeria	Submission 1355
177	Formulation of Curcuminoid-Based Dental Films for Treating Oral Cavity Ulcerations	MERZOUGUI Besma, MIDOUN Sarah, GUENDOZOU Souhila	Algeria, Algeria, Algeria	Submission 1356
178	Implantable Catheter Chamber: Selection and Recommendations.	MERZOUGUI Besma, CHELGHOUM Mustapha	Algeria, Algeria	Submission 1357
179	Thermal and Mechanical Characterizations of Improved Polyimide Insulation for High voltage	Abdur Rahman, Gul Rukh, Nafees Ahmed, Hamdullah Jan,	Pakistan, Pakistan, Pakistan, Pakistan,	Submission 1358

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180	Perils of Presidentialism?	Özhan Demirkol	Turkey	Submission 1360
181	Advances in Molecular Genetics and Optimization of Antidiabetic Drugs: Towards More Effective Therapies	Hassina Fisli, Mohamed Lyamine Chelaghmia	Algeria, Algeria	Submission 1362
182	Coal Quality and Petrographic Features of Middle Miocene İlyaslı coalfield in the Uşak-Güre Basin (W. Türkiye)	Rıza Görkem Oskay, Ali İhsan Karayigit, Yakup Çelik	Turkey, Turkey, Turkey	Submission 1364
183	Investigation of various ropes in different water medium as forensic evidence	Hümeyra Durmuş, Soner Kızıl	Turkey, Turkey	Submission 1365
184	Effects of Rotational Speed/Traverse Speed Ratio on AA2024 Alloy Microstructure and Macrostructure in Friction Stir Processing	Aykut Batınlı, Fatih Kahraman	Turkey, Turkey	Submission 1366
185	Çimento Hamurunun Priz Süresi ve Erken Yaş Performansına Plastik Tozunun Etkisi	Melek Akgül, Serkan Etili	Turkey, Turkey	Submission 1371
186	PMSM Design for Real-World Electric Vehicle Applications: Performance Suitability and Efficiency Assessment	Hani Terfa, Saâd Chouch, Younes Hamache, Sayah Merazi	Algeria, Algeria, Algeria, Algeria	Submission 1372
187	Composition analysis and influence of secondary phases on sprayed Cu ₂ ZnSnS ₄ thin film	MENADI Widad, KERMADI Salim, ZOUGAR Lyes, SALI Samira	Algeria, Algeria, Algeria, Algeria	Submission 1374
188	Characterization of polypyrrole copper, electrocatalyst for ethanol degradation in alkaline medium	SEID Lamria, BELGHERBI Ouafia, AROUI Linda, CHOUDER Dalila	Algeria, Algeria, Algeria, Algeria	Submission 1378
189	Crimes omissions: A psycho-sociological perspective	Nino Kitoshvili, Beka Dadeshkeliani	Georgia, Georgia	Submission 1380
190	Structural, optical and photoluminescence properties of Eu ³⁺ -doped ZnO films	Tiour Faiza, Zougar Lyes, Sali Samira, Boulahdjel Sara, Toumi Yassin, Kermadi Salim, Ayachi Messaouda, Chaib Zoubir	Algeria, Algeria, Algeria, Algeria, Algeria, Algeria, Algeria, Algeria	Submission 1383
191	Özel Eğitim Öğretmenlerinin Cinsel İçerikli Problem Davranışlarla Başa Çıkma Stratejilerinin ve Yeterliliklerinin Belirlenmesi	Mert Can KAYA, Bestami Buğra ÜLGER	Turkey, Turkey	Submission 1389
192	Make Science Visible through Numerical Methods in Computer Graphics. Water Wave Equation through Graphical Bezier Solution	Alma Sheko, Shkelqim Hajrulla, Robert Kosova, Vasil Lino, Leonard Bezati	Albania, Albania, Albania, Albania, Albania	Submission 1390
193	Kapsayıcı Eğitime İlişkin Öğretmen Görüşleri	İdris GÜLTEKİN, Emin Tamer YENEN	Turkey, Turkey	Submission 1391
194	Discrete fractional numerical analysis on the shallow water wave theory	Shkelqim Hajrulla, Alma Sheko, Robert Kosova, Loubna Ali, Ozen Ozer	Albania, Albania, Albania, Germany, Turkey	Submission 1392
195	Effective Degradation of Basic Yellow 28 Dye via a Novel Visible Light-Mediated Chlorine Photolysis Process	STAMBOULI Walid, Nouredine Nasrallah, Aymen Amin Assadi	Algeria, Algeria, Saudi Arabia	Submission 1393
196	Contribution of the acoustic emission technique to assess mechanical damage in the -case of eco-concretes-	Bouchenak Khelladi Hadjer, Marouf Hafida, Dahou Zohra	Algeria, Algeria, Algeria	Submission 1394
197	GRANULOMETRIC ANALYSIS OF SULPHIDE ZINC ORES FROM THE CHAABET EL-HAMRA MINE (SETIF, ALGERIA)	SI TAYEB Nor El Houda, CHAFI-SOUICI Zahia	Algeria, Algeria	Submission 1396
198	Structural, microstructural study of nanostructured Fe ₇₀ Si ₂₅ Cr ₅ developed by powder metallurgy	Ali Mameri, Ismail Daoud, Khalil benabderzak	Algeria, Algeria, Algeria	Submission 1397
199	Applications of Artificial Intelligence in Structural Engineering: A Review	Sardar Muhammad Abubakar, Muhammad Umer Karimi, Shiekh Junaid Mustafa, Burhan Ahmad	Pakistan, Pakistan, Pakistan, Pakistan	Submission 1400
200	KATILIM BANKALARININ SUKUK İHRACI UYUM DÜZEYİNİN ANALİZİ	Atiqullah Hakimi, Yavuz DEMİRDÖĞEN	Turkey, Turkey	Submission 1401
201	HUMAN SUPPORT AND NON-HUMAN SUPPORT IN ASSOCIATION WITH PSYCHOLOGICAL WELL-BEING OF UNIVERSITY STUDENTS	Aliza Zafar, Rabia Muzaffar	Pakistan, Pakistan	Submission 1406
202	Review of Intraocular Lens Utilization	MERZOUGUI Besma, CHELGHOUM Mustapha	Algeria, Algeria	Submission 1408
203	Microscopic Insights into Failure Mechanisms and Mechanical Properties of a PLA Biocomposite with Plant Fiber Reinforcement	Khalil Benabderazag, Zouheyr Belouadah, Moussa Guebailia	Algeria, Algeria, Algeria	Submission 1413
204	How to Establish MIT-Standard Institutions in Türkiye and Pakistan?	Syed Arif Kamal	Pakistan	Submission 1414
205	Mechanical Characterization of a Lygeum spartum fibers/PLA Biocomposite Using Flexural Testing and Impulse Excitation Technique	Khalil Benabderazag, Moussa Guebailia, Zouheyr Belouadah	Algeria, Algeria, Algeria	Submission 1416
206	Implementing rule-based reasoning for effective maintenance of radiology equipment	Mawloud Titah	Algeria	Submission 1417
207	DEVELOPMENT OF CHARACTERISTIC PROPERTIES OF TiO ₂ THIN FILMS FOR SOLAR	Ertürk TÜRKER, Saadet YILDIRIMCAN, Selma ERAT,	Turkey, Turkey, Turkey, Turkey	Submission 1418

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209	Novel material designed as an additive to enhance cement manufacturing efficiency and performance	Boukhamla Yousra, Nettour Djamel, Chettibi Mohamed, Derrardjia Nesrine, Aichouri Imene	Algeria, Algeria, Algeria, Algeria, Algeria	Submission 1420
210	Feedback Control over Response in the Cavity Quantum Electromagnetic Sensor	Sergey Borisenok	Turkey	Submission 1421
211	Enhancing Diabetic Retinopathy Detection Using a Hybrid Framework Integrating Machine Learning Classifiers and Advanced Feature Extraction Techniques	Tawfiq Beghriche, Mohamed Djerioui, Youcef Brik	Algeria, Algeria, Algeria	Submission 1422
212	DIGITAL PRACTICES IN SUSTAINABLE AGRICULTURE	Daniela PELIVANOSKA DAMESKA, Blagojche NAJDOVSKI	North Macedonia, North Macedonia	Submission 1424
213	Physical And Functional Characteristics of Ebony Fruits Flour Assorted Products	Leticia Touh Yanga, Anusha MB	Ghana, India	Submission 1427
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15-16 Haziran 2024 tarihlerinde MEET üzerinden çevrimiçi olarak gerçekleştirilen 3rd International Conference on Frontiers in Academic Research ICFAR 2024 konferansı akademik teşvik yönetmeliğinin 9. Maddesine istinaden “Tebliğlerin sunulduğu yurt içinde veya yurt dışındaki etkinliğin uluslararası olarak nitelendirilebilmesi için Türkiye dışında en az beş farklı ülkeden sözlü tebliğ sunan konuşmacının katılım sağlaması ve tebliğlerin yarıdan fazlasının Türkiye dışından katılımcılar tarafından sunulması esastır.” kriterlerini sağlamaktadır. Toplam 430 adet bildirinin yer aldığı kongre iki gün boyunca çevrimiçi olarak gerçekleştirilmiştir.

Türkiye dışından toplam 24 farklı ülkeden (Fas, Cezayir, Mısır, İran, Slovakya, Filistin, Ukrayna, Kuzey Makedonya, Azerbaycan, Benin, Yemen, Hindistan, Malezya, Pakistan, Arnavutluk, Nijerya, Hırvatistan, Macaristan, Suudi Arabistan, Moldova, Gana, Irak, Almanya, Romanya) katılım sağlanmış olup, 430 adet bildirinin 237 (%55,11) tanesi yabancı katılımcı tarafından sunulmuştur.

Kongremize ilginiz için teşekkür ederiz.

Saygılarımızla,





Proposed Model for Improving Quality in the Hotel Industry in the Republic of North Macedonia

Elizabeta Mitreva^{1*}, Dzevat Kicara¹

¹Faculty of Tourism and Business Logistics, Goce Delcev University, Stip, North Macedonia

*(elizabeta.mitreva@ugd.edu.mk) Email of the corresponding author

Abstract –The problem investigated in this paper refers to the state and improvement of the business processes in organizations from the hotel industry in the R. N. Macedonia and determining the level of maturity in relation to the strategy of TQM (Total Quality Management), which represents a new approach in management, in the direction of continuous improvement of the quality of all activities of the organizations. The research itself was realized through the analysis of the existing situation in the hotel industry, determination of the possibilities for the improvement of business processes and a model for their improvement was proposed. Basic prerequisites for the introduction of the TQM system in the hotel enterprise are: marketing orientation of the hotel; existence of a quality program and readiness of all subjects in the enterprise for its introduction; establishing an organization of operations that enables the introduction of such a system; and electronic operation of the hotel.

Keywords – *business processes, model, TQM (Total Quality Management),*

INTRODUCTION

Large hotel systems and hotel groups, due to the need to introduce an integrated service management system in all facilities, regardless of the different areas in which they are located, initially decide to introduce a quality system. Its introduction is achieved through: continuous improvement of the hotel service; strengthening the company's competitive abilities and market power; increasing the satisfaction ng reasons: The organizational structure of small hotels is simpler, because the number of employees is much smaller; to a smaller number of employees, it is easier to explain the essence and benefits of the introduction of the TQM system and to gain confidence for its introduction; the largest number of employees is involved in all stages of creation and delivery of services; it is simpler to organize the training; the cooperation of management and employees is permanent; unnecessary inventory is kept to a minimum; shortcomings and weaknesses are quickly noticed; and the procedure for resolving guest complaints is much simpler and faster. Smaller hotels are more flexible, which allows them to adapt more easily and quickly to market conditions and market demands, the possibility of faster resolution of objections and fewer decision-making levels [2], [3].

Disadvantages that can often be manifested during the introduction of the total quality management system in smaller hotels are: managers and owners of these hotels often lack a vision and strategy for the market, so they accept the TQM system with reservations; managers and owners very often expect quick results, which this system does not provide in a short time period; very often, due to ignorance, there is resistance to the introduction of this system; employee training is organized rarely due to the small number of employees and there is a problem of replacing them during training; and due to the small number of employees there is a risk that one or two employees will prevent the changes if they fear that it will mean more work and responsibilities [4], [5].

The knowledge, education, culture and readiness of the owners of the small hotels to introduce the quality system are determining elements that dominate the total management of them. It is up to them, together with the management, to create such a climate in which employees will be interested, think independently and have personal responsibility. In order to adopt this philosophy, managers - owners of small hotels must have integrity, ability, flexibility, exceptional communication skills, willingness and will to work on themselves and motivate others to work.

Through the research within this paper, the management models of the business processes in the hotel industry in the Republic of North Macedonia have been analyzed and based on the findings a proposed model for a management system in the hotel industry is offered [6].

LITERATURE REVIEW

At the basis of many scholars' explanation of maturity in business process management is the claim that a company's overall performance can be improved by adopting a process approach to business. The adoption of a process approach actually leads to the management of business processes, which results from the realization that processes have their own development cycle, which can be defined, directed, measured and controlled over time [1], [7].

Businesses are constantly looking for new ways to improve their performance, their business, striving for excellence. Achieving excellence in a dynamic, global environment is very challenging, and for that reason many authors have developed and proposed maturity models of business processes with the intention of facilitating their gradual improvement, guided by process orientation [8], [9].

Higher levels of development, in fact, are higher levels of maturity of the process, which results in increased predictability of the course and results of the process, increased effectiveness in achieving the set goals, as well as increasing the ability of managers to define new, higher goals in the conditions of execution [1], [11], [12].

In order to be able to analyze the maturity of the process and later the models for managing the maturity process, it is necessary to first explain the concept of maturity itself. In that manner, it can be indicated that the maturity of the process means that everything the company does is done in an adequate way, which is documented and subject to verification and measurement and that everyone in the company knows what is expected of the process, what and how it should work. This means that the increase in the level of maturity can in no way be associated with the heroic deeds of dominant individuals, but only with the systematic application of an appropriate methodology and following pre-defined procedures. When all this is implemented at the process level, it means that it can be discussed about the maturity of individual processes. But when all of the above mentioned is implemented at the company level, then it can be discussed about the maturity in managing the processes of an entire enterprise [14], [15].

Based on the results of the research on the Austrian tourist market - a synonym for quality development of the services offered in sports resorts for winter tourism, a process approach to the creation of a quality tourist product and its application has been determined. The areas for tourist services in Austrian winter sports destinations are divided into seven categories: boarding and lodging; sports potential (except skiing); entertainment and cultural activities; accessible transportation (resort accessibility and resort transportation); hiking activities; protection of nature, landscape and environment and shopping and related services. For each given area, a quality management system consisting of seven elements has been established: safety and protection; freedom, privacy, sociability; aesthetics; trust and honesty; variety and entertainment; accuracy and reliability and ease of communication and availability of information. Measuring the satisfaction of service users on a continuous basis helps to determine the gap between the expectations of the guests and what the Austrian tourism sector projects and implements. This represents a good basis for building or correcting a system for managing the quality of the tourist product. The following is an analysis of the situation in the hotel sector in R. N. Macedonia.

The purpose of the research within this paper is to obtain a realistic picture of the business process management models in the hotel industry, in order to obtain useful guidelines for the development of a model proposal that will contribute to the improvement of organizational performance, measures will be

defined that will lead to the realization of sustainable business systems, thereby encouraging innovation and contributing to strengthening the links between the hotel industry, research and innovation.

MATERIALS AND METHOD

The specific goal of this research is to create a proposed model for the improvement of business processes in the hotel industry, as well as proposing measures to improve it by determining the maturity in the management of business processes in the hotel sector in R. N. Macedonia.

The subject of the research are 32 hotels with 3, 4 and 5 stars in R. N. Macedonia and the same will be in the direction of determining the level in the management of business processes as well as proposing a model for their advancement.

According to the latest statistics, there is a relatively well-developed hotel accommodation offer in North Macedonia, which according to the Ministry of Economy (2023), in 2023 (as of February 1, 2023), a total of 174 hotels of all categories were registered, as shown in Table 1.

Table 1. Structure of categorized hotels in R.N. Macedonia as of February 1, 2023

Type of hotel	Number	%
Superior 5* hotel	16	9%
5* hotel	3	2%
Superior 4* hotel	10	6%
4* hotel	52	30%
3* superior hotel	9	5%
3* hotel	46	26%
Superior 2* hotel	2	1%
2* hotel	31	18%
1* hotel	4	2%
It has not been categorized	1	1%
Total:	174	100%

Source: Ministry of Economy, Tourism and Hospitality Sector.
Overview of the categorized hotels (2023)

The research was conducted on a convenient sample of 32 respondents (N=32) who have senior positions and decision-making power in 32 hotels on the territory of the Republic of North Macedonia. The low response rate obtained (N=32) is satisfactory, taking into account the conditions of the Covid-19 pandemic and in scientific research of this type, it ranges between the limits of 16% to 25%, which in our case, it is considered as relevant.

The same source states that most rules of statistical inference require that the sample number a minimum of 30 cases, although for descriptive research, practice dictates that 100 cases shall be treated as a minimum. Considering that the research used inferential statistics, the sample of 32 hotels is small, but it is quite satisfactory, as is shown in Table 2.

Table 2: Distribution of responses by type of hotel in percentages

Type of hotel	Number	%
5* hotel	6	18.8%
4* hotel	11	34.4%
3* hotel	15	46.9%
Total:	32	100%

In order to determine the maturity in the improvement of business processes in the hotel industry, a direct method was used - a survey questionnaire. This research used a convenience sample that was reached through a combined approach of online questionnaires via Google Forms, in person, and via e-mail.

The questionnaire was composed of three parts.

In the first part, answers were sought about the demographic characteristics of the respondents (11 questions).

In the second part, the questions referred to the management systems implemented by the hotel, as well as questions related to describing the business environment in the hotel where the respondents work - for each of the listed factors of managing the management systems (9 questions).

In the third part, issues related to the organizational structure and management of the business processes were addressed through thirteen aspects related to: strategy, leadership, process management, employee management, information technology, communication, customer focus, external supplier relations, employee skills, reward system, continuous improvement, methods and techniques, defect-free operation, as well as performance measures.

The collected data were analyzed using the statistical software tool IBM SPSS Statistical Package for the Social Sciences - 22, and the analysis used descriptive statistics and Spearman's correlation coefficient, as well as the χ^2 test and the cross-tabulation method. During the statistical processing, descriptive statistics were applied, i.e., frequencies, percentages, rank, arithmetic mean and standard deviation. A five-point Likert scale (from 1 to 5) is used, with an impact factor of very low (1 – 1.80), low (1.81 – 2.60), medium (2.61 – 3.40), high (3.41 – 4.20) and very high (4.21 – 5.00).

As statistical indicators for determining maturity in the management of business processes and competitiveness factors of hotels, the following are used: information technology, process management (including methods and techniques for flawless operation), employee management, strategic approach, organizational or business culture) and competitiveness (market share) of the hotel.

Table 3 provides the general demographic data for the respondents and basic data for the organizations in which they work.

Table 3: Demographic data for respondents (managers/owners) and general data for organizations (hotels)

	Category	Frequency (n)	Percentage
Gender	Men	21	66.6
	Women	11	34.4
Work experience in the hotel	1-5 years	17	53.1
	over 5 years	15	46.9
Age	36-40 years	12	37.5
	41-45 years old	8	25
	46-50 years	5	15.5
	over 55 years	7	22
Form of the hotel ownership	Independent/individual hotel	30	93.8
	Hotel as part of a chain	2	6.2
Function of the surveyed person	Manager	23	71.9
	Owner	9	28.1
Hotel category	5 star hotel	6	18.8
	4 star hotel	11	34.4
	3 star hotel	15	46.9
Number of employees	Up to 25	8	25
	26-50	16	50
	Over 51	8	25

Table 4 presents the general characteristics and management systems used in the researched hotels that made up the research sample.

Table 4: General characteristics and used management systems of the organizations that make up the research sample

Management systems	Answer	Frequency (n)	Percentage (%)
What is the organizational structure of the organization?	Functional	19	59.4
	Divisional/Sectoral	-	-
	Matrix/project	-	-
	Process oriented	13	40.6
Does the hotel you work in possess a quality management system certificate - ISO 9001:2015?	Yes	13	40.6
	No	19	69.4
Does the hotel you work in possess an ISO 14001:2015 environmental management system certificate?***	Yes	8	29.6
	No	19	70.4
Does the hotel you work in possess an ISO 45001:2018 occupational health and safety management systems certificate?***	Yes	14	46.7
	No	16	53.3
Does the hotel you work in possess an ISO 22000:2018 food safety management system certificate?	Yes	19	59.4
	No	13	40.6
Does the hotel you work in possess a HACCP hazard analysis and critical control point system implemented?	Yes	28	87.5
	No	4	12.5
Does the hotel you work in apply the ISO 26000:2010 Social Responsibility guideline?	Yes	13	40.6
	No	19	59.4
Does the hotel you work in apply multiple management systems combined as an integrated system?	Yes	7	21.9
	No	25	78.1

** 5 respondents did not answer this question

***2 respondents did not answer this question

From Table 4, it can be concluded that 59.4% of hotels operate according to a functional approach and 40.4% are process-oriented organizations. The sample did not include organizations with semi-adaptive ways of functioning, i.e., those that practice a divisional/sector approach and a matrix/project system.

As can be seen from the Table 4, the majority of the hotels, i.e., 87.5%, have implemented HACCP, the system for hazard analysis and critical control points. 59.4% of the respondents declared that the organization in which they work possess a certificate for food safety management systems ISO 22000:2018. Here, it is important to indicate that HACCP (Hazard Analysis and Critical Control Point) is a system with the help of which the identification, assessment and control of hazards that are significant for food safety are implemented. In the Republic of North Macedonia, the implementation of HACCP food quality standards is regulated by the Law on Food Safety adopted in 2004. Furthermore, 46.7% of the hotels in the sample possess an ISO 45001:2018 certificate for safety management systems and workplace protection, but two respondents did not answer the question. 40.6% of the hotels in the sample possess an ISO 9001:2015 certificate for quality management systems and the same percentage (40.6%) apply the social responsibility guideline ISO 26000:2010. Furthermore, less than a third of the hotels in

the sample, or 29.6%, possess the certificate for environmental management systems ISO 14001:2015. Finally, only 21.9% of the hotels apply two or more management systems in business process management.

DISCUSSION

From the general characteristics and used management systems of the organizations that comprise the research sample, shown in Table 4, it can be concluded that in more than half of the hotels the organizational structure is functional. In terms of management systems, the majority of hotels possess ISO 22000:2019, HACCP certificates, whereas for the rest hotels, these numbers are lower. This indicates that towards excellence, it is necessary to increase the awareness of business processes among hoteliers, strict compliance with the legal regulations and the appointment of responsible persons who will monitor the introduction of the management systems until they are fully implemented.

The maturity model with management of business processes allows identifying the level of maturity in the functioning of the organization, i.e., the degree of representation of the process approach. The level of maturity is determined by elements and factors that are critical for successful implementation in business process management. A higher level of implementation of these critical factors and their continuous improvement indicates a higher level of maturity in the functioning of the organization itself. This research has the task of determining to what level the hotels are familiar with and use these critical factors that are included in the sample of this research. Table 5 provides an overview of the impact factors related to business process maturity and competitiveness.

Table 5. Impact factors related to business process maturity and competitiveness

	Very low	Low	Medium	High	Very high
Information technology				3.66	
Performance measures			3.09		
Process management			3.22		
Methods and techniques for flawless operation			3.03		
Management of employees				3.72	
Strategy				3.72	
Business culture				3.50	
Competitiveness			3.22		

Legend:

Impact factor

1 – 1.80 Very low	1.81 – 2.60 Low	2.61 – 3.40 Medium	3.41 – 4.20 High	4.21 – 5.00 Very high
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Table 6 presents the descriptive statistics related to the independent variables, which are related to the maturity of business processes and the dependent variable competitiveness.

Table 6. Descriptive statistics for the independent variables related to business process maturity and the dependent variable competitiveness

	N	Min	Max	M	SD	Skewness	Kurtosis
Information technology	32	2	5	3.66	.865	-.518	-.196
Performance measures	32	2	5	3.09	1,027	.183	-1,447
Process management	32	2	5	3.22	1,099	.313	-1.234
Methods and techniques for flawless operation	32	1	5	3.03	1,636	-.100	-1,739
Management of employees	32	3	5	3.72	.683	.423	-.736
Strategy	32	3	5	3.72	.581	.096	-.415
Business culture	32	2	5	3.50	.984	-.108	-.931
Competitiveness	32	2	5	3.22	.86	.050	-1,375

Legend: N – number of respondents; M – arithmetic mean; SD – standard deviation, Min – minimum achieved result; Max – maximum achieved result.

After reviewing the descriptive statistics, shown in Table 6, it is determined that all process management maturity factors have an arithmetic mean in the interval between 3 and 4, which is higher than the middle of the scale. Higher maturity factors with business process management are: strategy, employee management, information technology and business culture.

On the other hand, most attention is focused on the following factors: performance measures, process management and methods and techniques for flawless operation. But if one looks at the standard deviation values of these three factors, it is noted that they are the three highest values in the table for this statistic (between 1.03 and 1.64).

The above mentioned means that according to the answers to these three factors (performance measures, process management and methods and techniques for defect-free operation), it is noticeable that there is a greater dispersion of the answers, which would mean that the organizations that have been examined, approach them completely differently to the listed factors.

In continuation a proposed model follows for improving quality in the hotel industry in R.N. Macedonia, which will contribute to the improvement of organizational performance and measures will be defined that will lead to the realization of sustainable business systems.

CONCLUSION

Analyzing the different management systems for quality management that are predominantly applied in the management of hotels in the Republic of North Macedonia, it can be concluded that above all it is important to respect the principles of quality management, which are composed of appropriate complex and basic rules and beliefs used to manage and direct an organization. Proposed model for improving quality in the hotel industry in R. N. Macedonia aims to continuously improve performance related to the needs of customers and other business partners in the long term. The condition for an organization to remain successful is possible by continuously identifying the wants and needs of all interested parties and constant improvements.

Analyzing the directions in which direction the hotels in the Republic of North Macedonia should move, it can be indicated that managing the hotels by applying the principles of process orientation and process approach, the management manages the entire value chain of its products and services. By focusing and relying on the way of actual performance of the work, applying a logical order of activities in the processes, a more reliable picture of the business is obtained and the managerial work becomes more rational and clearer.

In this section it is important to mention one of the most important foundations on which the model rests, which is "orientation towards the client". Organizations depend on their customers, so they must understand their current and future needs, meet their demands and work to exceed customer expectations. Customers play a key role in the future profitability of an organization. In order to retain customers, organizations must understand current and future customer needs. A key role is played by leadership, which creates the unity of the entire organization. Leaders should create an internal environment and atmosphere of the organization so that employees can be fully involved in achieving the goals of the organization. Based on the results of the research, there are recommendations that hotel managers in Macedonia should focus on the new approach to quality, which requires new activities in the field of employee education, the introduction of standardization of all processes, the introduction of statistical process control for the purpose of flawless operation, such as the new approach to cost analysis. The participation of the employees in all the functions of the hotel is very important and the creative energy of the Macedonian citizens who are brought into the work in case of mobilization should be taken into account.

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