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Research article

A research on provide competitive advantage of energy use on the tourism sector

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A research on provide competitive advantage of energy use on the tourism sector

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Abstract

The tourism sector plays a locomotive role in the development of the country and in this regard, the energy factor plays a vital role in providing locally sourced conditions for competitive advantage. The purpose of this study is to reveal the relationship between energy production and the tourism sector within a competitive advantage. In this selected issue five countries (China, the USA, Germany, Russia, and Turkey) have been compared. The findings show that energy creates a competitive advantage in service infrastructure and transportation facilities, especially in tourism. Identifying the relationship between energy use and tourism will contribute to local governments to determine an appropriate strategy for energy management and sustainable tourism development policies, and reveal how energy will create a competitive advantage over the tourism sector.

Keywords: *Tourism, Energy, Competition, Comparative analysis*

1. Introduction

Among the main results of the Industrial Revolution; there is the emergence of fast and cheap transportation opportunities and the integration of world economies under increasing distances with increasing tempo. Under these results, the economies of the country started to need more energy resources to be able to produce more and get ahead of their competitors. Actually, these results are in line with the touch of the industrial revolution on the essential character of the economy, in other words, the taking place of the industry in the economy as the dominant production sector.

The limit of human needs; is the minimum of nutrients required for survival. Likewise, after the industrial revolution, the dominant role of industry in the economy has revealed the importance of the availability of energy required per worker. Thus, the amount of energy per worker has become the most important factor determining productivity in production, and this situation has been in parallel with the economic developments of the countries. After the transition to the industrial society; coal, lignite, oil, natural gas, and lignite, which cannot be replaced by others, have contributed to the development of imperialism by increasing the competition between countries. Among these energy sources, coal

has been the main element in the emergence and spread of industrial civilization (Cipolla, 1967). As a matter of fact, it should be underlined in these matters is the new concept of the world brought about by the new invention understanding that developed after the industrial revolution, in other words, the integration of technological developments with energy production into economies.

The fact that these energy resources turn into a commercial activity over time and constitute an important place for the development of countries has increased the interaction between the world economies have been subject to new developments (Guran, 2003). Subsequently, these developments increased competition in national and international platforms. Especially after the 1950s, globalization, and regional integrations have intensely brought export economies to the agenda, and such a structure has highlighted competitiveness as the main strategic factor (Ekin, 1997). In this process, the advantages of countries in international competition; have emerged with technological developments and energy production.

Energy is a source of strength for the three general strategies (cost leadership, differentiation, and focus) that tourism industries must follow in order to achieve their goals,

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grow or eliminate their competitors. The main purpose of this research is to reveal the relationship between energy and tourism within a competitive advantage. In this context, the studies on the relations between energy, tourism, competition, and growth are reviewed and necessary inferences are made within the scope of the five-country comparison. The remainder of this study continues as follows: In the first part, the advantages of energy on economic growth and tourism; in the second part, a literature review on tourism, energy, growth, and competition; in the third part, energy and tourism comparison regarding five countries and the fourth part, in the last part, presents the conclusion and discussion.

2. The advantages provided of energy on economic growth and tourism sector

Consistently high economic growth is one of the main goals preferred by the world economies. Energy, on the other hand, provides the development of underdeveloped countries and the growth of developed countries since the industrial revolution. In this regard, developing economic and socio-cultural factors are in parallel with energy production and consumption. So much so that, after the 1950s, there is a simultaneous relationship between the rapidly increasing world population and energy production and consumption.

line with the technological developments in the 19th century, the extraordinary increase in energy resources contributed to the economic development and thus the development of education and scientific research. Under these results, new energy sources have been revealed. In fact, energy production in countries has been increased faster than the population for a long time. However, due to the fact that the distribution of energy resources is not proportional to the population of the countries, unfair distributions have occurred and this situation has caused the country's economies to differentiate. As can be understood, great inequality has been emerged in the worldwide distribution of consumable energy. This inequality affects all aspects of development, more specifically social, economic, environmental and even quality of life. Therefore, energy is recognized as an essential requirement for economic growth and potentially used as a tool for economic and social development (Apergis and Danuletiu, 2014:578).

Local industries can thrive as long as they have favorable factor conditions in their environment. In the factor conditions of availability of the energy factor, which is a physical resource; is necessary to ensure competitive advantage and efficiency in the tourism sector (Crouch and Ritchie 1999). Energy is a source of strength for the three general strategies (Cost leadership, differentiation and focus) that tourism industries need to implement in order to achieve their goals, grow and get ahead of their competitors¹. In addition, the energy factor involves an evolution in terms of tourism, in other words; It facilitates / supports the transition from primitive tourism to modern tourism. This issue develops in parallel with the increasing production and consumption in energy².

This competitive advantage that energy offers in the tourism sector is generally seen in destinations (tourism regions). In other words, destination is considered as the factor determining competitiveness (Harris and Leiper, 1995). The presence of energy in tourism provides regions provides a better service to visitors with ease of transportation or different forms, and in this context, it can improve customer satisfaction and lead to an increase in tourism revenues. Among the factors that contribute to the creation of a tourism product in order to ensure harmony and sustainability among the factors used in satisfying the visitors (Bahar and Kozak, 2012: 41) the use of energy resources is a direct relationship with the development of the tourism sector³. Such that, the inefficient use or misuse of the energy needed by the tourism industry in order to gain competitiveness directly creates negative effects on the environment and other resources. For this reason, the way energy is used also has direct effects on the competitive advantage. Therefore, sustainable tourism⁴ development policies have an important place in this subject. Such that; cultural and socio-economic texture, flora and fauna were not disturbed during energy production and use; not contaminated by sight, noise and environmental; destinations that preserve a clean, green, healthy and ecological nature and environment can gain competitive advantage and achieve competitive power more easily (Priestley et al., 1996: 6).

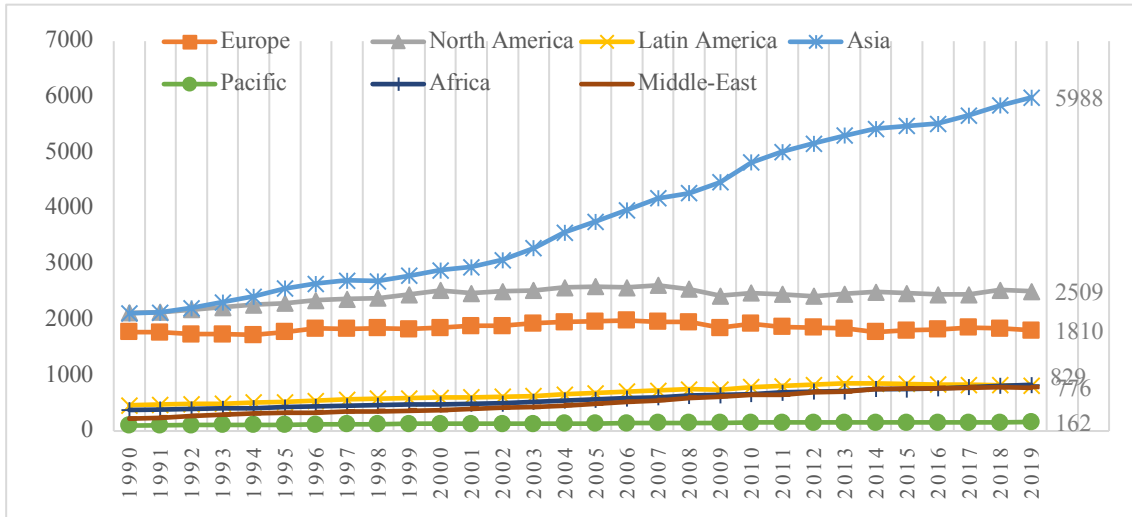
This conjuncture is shown in Graphic 1., Graphic 2., and Graphic 3. as of 1990. In the presented graphics, it is aimed to establish a link between energy production and consumption in the world and Per capita GDP in the world. In the present graphics, energy, shown with Mtoe unit. As seen in Graph 1 and Graph 2, Asia, Latin America and the Middle East countries take the lead in energy production. In its consumption, Asia, Latin America and European countries are the majority. However, on the contrary, energy production continued to decline in Europe. The rise of Asia within the years included in the graphic is remarkable. In this regard, the USA and China are the leading countries in energy production and consumption, both in energy production and energy consumption. As can be seen in Graphic 1 and Graphic 2, the differences in the distribution of total energy production and Consumption in the world and between regions draw attention in the mentioned issues. The evidences of the effects of these results on economies are shown in Graphic 3. Graph 3 draws attention to the high per capita GDP ratios of North American and European countries, which lead the way in energy production and consumption. For Asia, this situation can be explained by population. The most important issue on this subject; is the necessary capital formation and the most effective use of this capital in order to operate resources and to generate energy

Finally; it is an important issue for the economies of the country to bring their local characteristics to the forefront in order to gain and maintain their competitive advantage in their local industry. Especially in times of increased integra-

tion, the unique values of countries are necessary for competitive advantage. In addition, countries have to renew and develop the factors they have in order to maintain their competitive position. Because the factors that enable states to gain competitive advantage are not dependent on the legacy left to them from previous periods, but on the factors that they developed and used effectively (Porter, 1990). Today, countries are using the most suitable energy forms for the concept of clean and non-polluting clean environment such as renewable energy sources (Solar Energy, Biomass Energy, Heat Pump, Wind Energy and Geothermal Energy etc.)

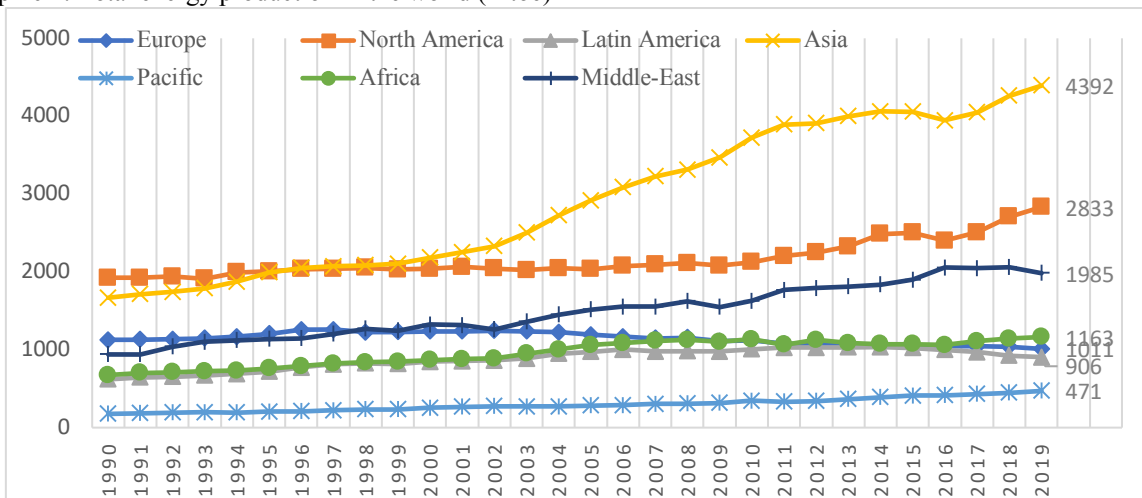
they started to implement. These practices are more common, especially in developed countries. Therefore, considering that the tourism industry is one of the biggest energy consumers, it is important to increase the production and use of renewable or alternative energy and subsequently reduce the consumption of traditional energy resources for tourism development and sustainability (Scott & Becken, 2010). In this context, international tourist arrivals in the world, is shown in Graphic 4.

Graphic 1. Total energy consumption in the world (Mtoe)



Source: Enerdata, Global Energy Statistics Yearbook

Graphic 2. Total energy production in the world (Mtoe)



Source: Enerdata, Global Energy Statistics Yearbook

3. Literature review

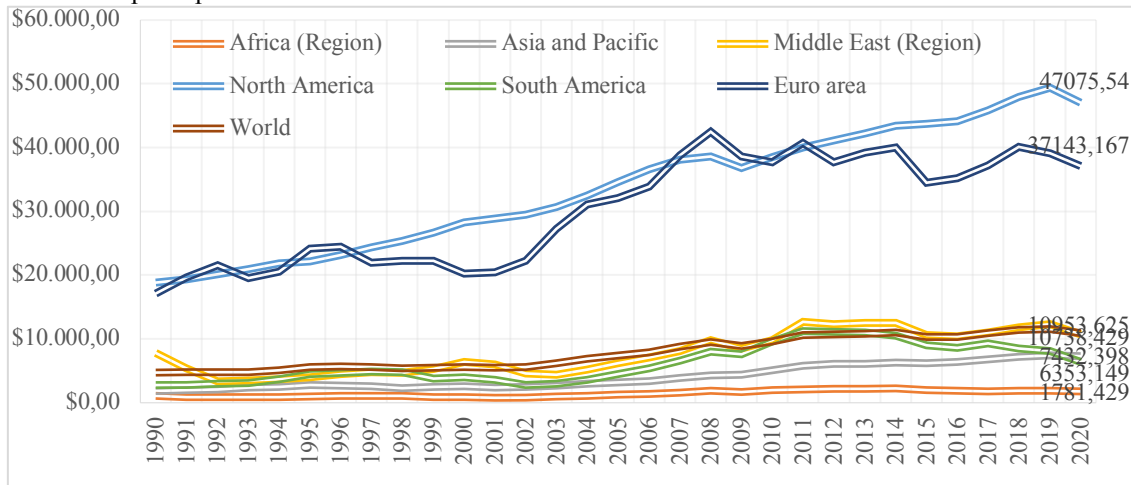
The relationship between energy and tourism has generally been ignored, and studies have focused more on energy and economic growth. However, considering that energy and tourism are among the most important sectors of economies in the last century, it seems usual for researchers to focus more on the relationship between these two important

sectors and economic growth. The existence of the relationship between these two economic factors, which are examined in different branches as tourism economy and energy economy, still maintains its importance today. Energy, which constitutes an important resource for the development and sustainability of tourism, can be validated in terms of obtaining competitive advantage in tourism (quality, efficiency, technology) for countries. Some studies on these issues are presented below.

Warnken et al. (2005), per capita energy consumption per night is higher in tourism facilities that provide higher quality service. Therefore, the increase in tourism is expected to cause an increase in energy consumption. Wang (2012) energy consumption data, building information and other business data; It has collected from 45 Taiwanese international tourist hotels, 19 standard tourist hotels, 116 hotel businesses and 20 bed and breakfast establishments. He has determined the energy use density (ABI) of hotels as 280.1, 237.7, 186.3 and 146.6 kWh / m² / year, respectively. The analysis revealed that electricity mainly accounts for 84% of the total energy. Kou et al. (2012) examined the effects of tourism development and energy consumption in

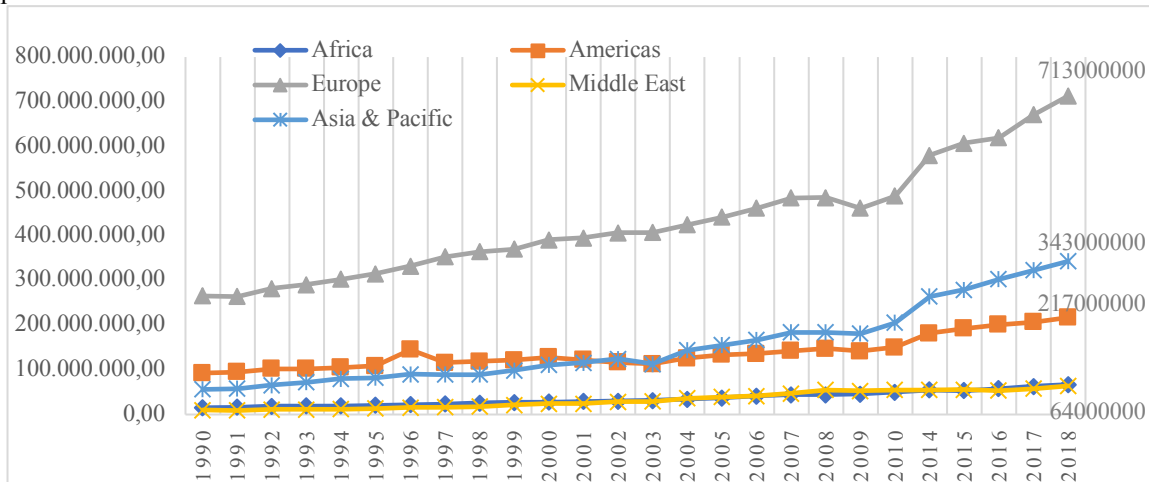
China on CO₂ and economic growth between 1981 and 2010 and made an extension of the ARIMA model to investigate the relationship between variables. Findings show that the increase in tourism revenues results in higher energy consumption and CO₂ emissions compared to the number of visitors. Nižić et al. (2016) determined the cyclical relationship between tourism, economy and energy in their research results on EU countries in order to reveal the cause-effect relationship between tourism and energy consumption and to determine whether the increase in the number of tourists will increase energy consumption.

Graphic 3. GDP per capita in the world



Source: International Monetary Fund (IMF)

Graphic 4. International tourist arrivals



Source: United Nations World Tourism Organization (UNWTO)

Becken et al. (2017) estimated the total energy use of the accommodation sector in New Zealand, and in their findings, they found that hotels were the largest (net and per capita) energy consumer in the accommodation sector, accounting for 67% of the total 1.74 petajoules consumed in the accommodation sector in 1999. It has been observed that the commercial sector in New Zealand accounts for 4.4% of energy use and 0.4% of total energy use. Isik et al. (2017), using bootstrap Granger non-causality method for the 10 most

visited countries by tourists; tourism revenues, energy consumption and examined aspects of causality between economic growth (France, USA, Spain, China, Italy, Turkey, Germany, Britain, Russia and Mexico). In their findings; an energy-driven economic growth in Spain; growth-related energy consumption in Turkey, Germany and China; bidirectional causation in Italy and the USA, have been found. However, a causal relationship between growth and energy has not been found in France, Mexico, Russia and the UK.

Romero et al. (2017), using econometric panel data techniques, examined the relationship between overnight stays of tourists and accommodation sector with electricity consumption for Spanish cities in the period 1999-2013. For this purpose, the Energy-Tourism Kuznets Curve hypothesis was tested. In the results, it was found that the Energy-Tourism Kuznets Curve hypothesis was not supported and there was an increasing positive relationship between the electricity consumption of the accommodation sector and overnight stays. The results also revealed that the electricity consumption elasticity values of the accommodation sector, according to the overnight stays of the tourists, are in the range of 0.1-0.5 during the period and differ between provinces.

Gokmenoglu and Eren (2019), have examined with empirical evidence of the interactions between the tourism sector and the energy use of international tourism in Turkey and have determined that the increase Turkey's energy consumption considerably. Shazbaz and Lean (2012) have evaluated the relationship between energy consumption, financial development, economic growth, industrialization and urbanization in Tunisia from 1971 to 2008. They performed the analysis with the help of autoregressive distributed lag test, cointegration and Granger causality tests. In the findings; the existence of the long-term relationship between energy consumption, economic growth, financial development, industrialization and urbanization in Tunisia has been demonstrated. In addition, long-term bi-directional causality between financial development and energy consumption, financial development and industrialization, industrialization and energy consumption has been identified. Sadorsky (2011) analyzed 9 leading countries in Central and Eastern Europe using the generalized moments method (GMM) method, and as a result of the research found a bidirectional causality between financial development and energy consumption. Chontanawata et al. (2008), as a result of their study on OECD countries, revealed that energy consumption causes economic growth. They also have stated that energy conservation policies may have an adverse effect on economic growth.

Acaravcı and Ozturk (2010) investigated the causal relationship between carbon dioxide emissions, energy consumption and economic growth by using autoregressive distributed delay (ARDL) boundary test cointegration approach for 19 European countries. In the findings; they had revealed that there is a long-term relationship between carbon emissions per capita, energy consumption per capita, gross domestic product (GDP), and real gross national product per capita. Altunbas and Kapusuzoglu (2011) could not find a long-term causality between energy consumption and economic growth in the UK, but they found that the unidirectional causation in the short term extends from economic growth to energy consumption in the UK. As can be seen in the literature, it is observed that there is a generally meaningful relationship between energy and tourism, and that there is an increase in energy use in line with tourism development. In addition, parallel to the developments in the 21st

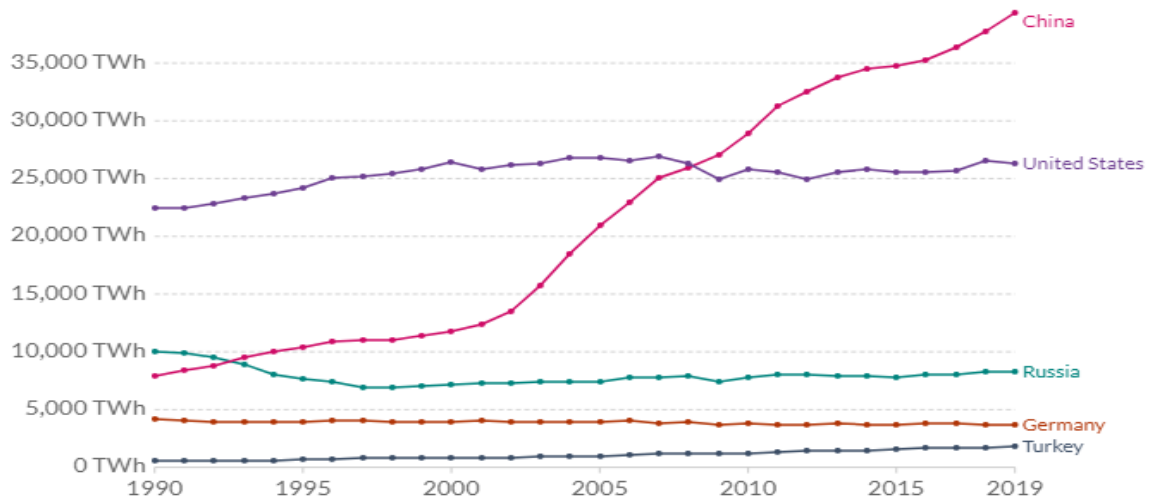
century, the increasing concerns about the state of the environment and the sustainable development of tourism, the effect of tourism trends on energy consumption, CO2 emissions and GDP have been of interest by researchers. The presentation of these studies under more specific samples was realized with the increased interest of the researchers in the subject. At the same time, the importance of environmental factors brought about by the use of energy and the use of renewable resources in studies on the sustainability of tourism is emphasized. In addition, the relationship between energy and economic growth emerges as an important issue.

4. Comparative analysis of the relationship between energy use and tourism in the framework of competitive advantage

In order to reveal the relationship between energy and tourism and to validate certain inferences, data on energy use and tourism sector of five countries belonging to different country groups are presented. These countries are; China, the US, Germany, Russia and Turkey. The population numbers of these countries are; China 1.4 billion, 330.3 million US, Russia 143.9 million, Germany 83.3 and Turkey is 83.1 million. In addition, the GDP amounts of these countries are; China 14.4. trillion dollars, USA 21.4 trillion dollars, Russia 1.4. trillion dollars, Germany 4.1 trillion dollars, and Turkey 827.2 billion dollars. Graph 5 shows the comparative total energy consumption of these five countries (Terawatt-hour "TWh"). While a decrease is observed in the amount of energy consumption in the USA and Germany, the increases in energy consumption in China especially after the 2008 Global Crisis are remarkable. As of 2008, China has been the most energy consuming country in the world, leaving the USA behind. China accounts for 54% of the total energy use in Asia; USA accounts for 88% of total energy use in North America; Russia accounts for 72% of the total energy use of CIS (Community of Independent Countries) countries; Germany, 17% of the total energy use of European countries and Turkey are the 8's%.

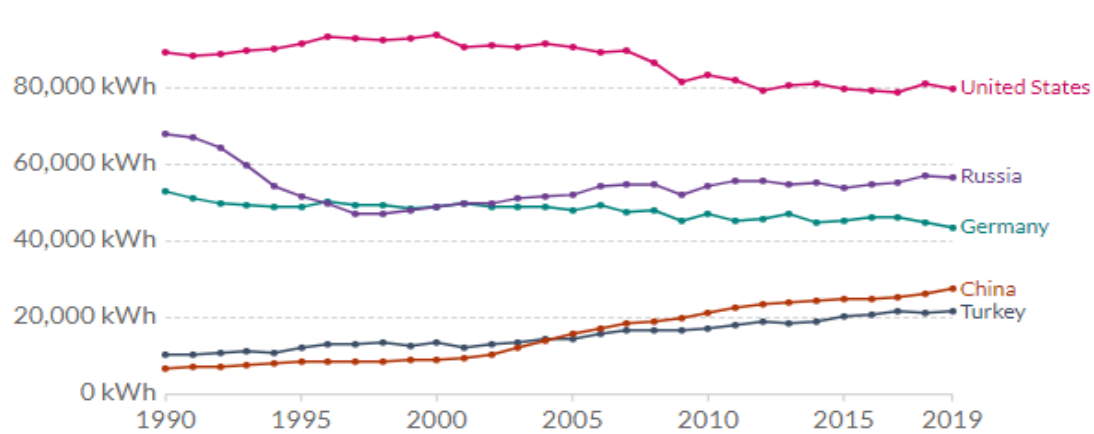
The amount of energy used per person is shown in Graphic 6 above. In this regard, the reason for the differentiation in energy use is associated with the energy resources of countries. As can be seen in the graph, the difference in energy use per capita varies according to the resources of the countries, as stated before, and it can also have an impact on the per capita income in these five countries. For this reason, the amount of national income per capita is shown in Graphic 7. In order to make explanations and inferences about the effects of energy, which is one of the factors that affect competitiveness and competitiveness in tourism and provide competitive advantage, of these five countries, whose energy and economic data are presented and the necessary researches are made, the tourism data of these countries are presented below.

Graphic 5. Total energy usage amounts in selected countries (TWh)



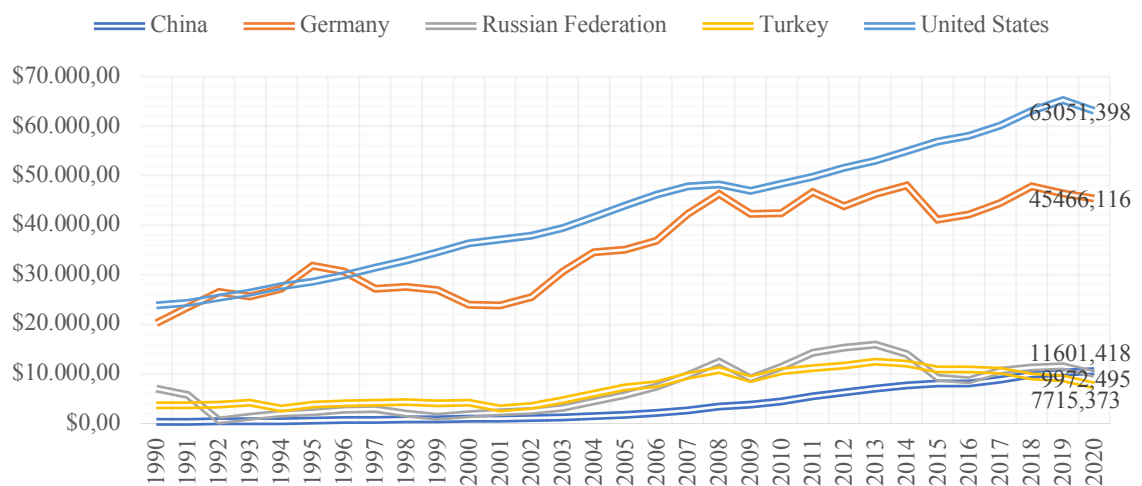
Source: Ourworldindata

Graph 6. Energy usage per capita (TWh)



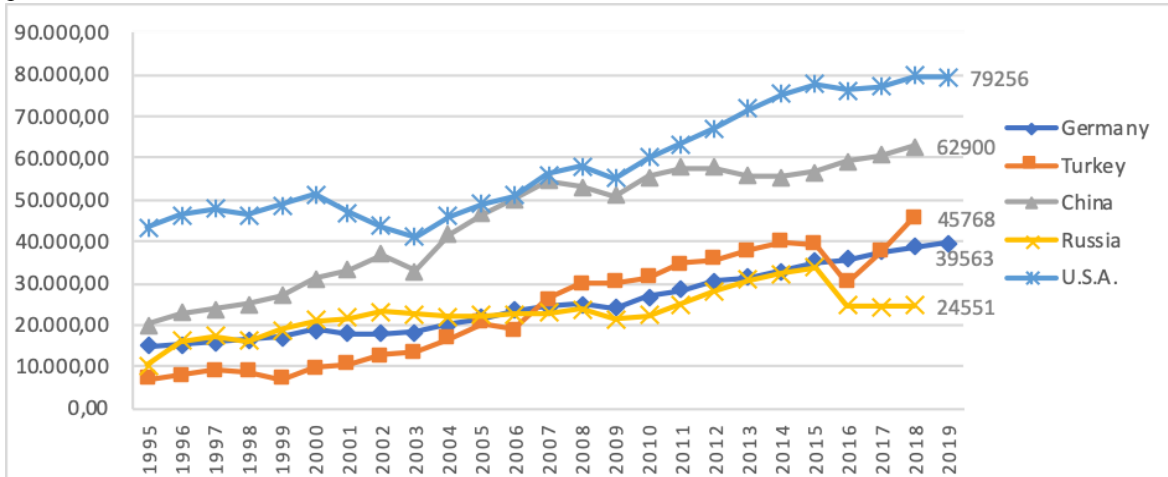
Source: Ourworldindata

Graphic 7. GDP per capita in selected countries



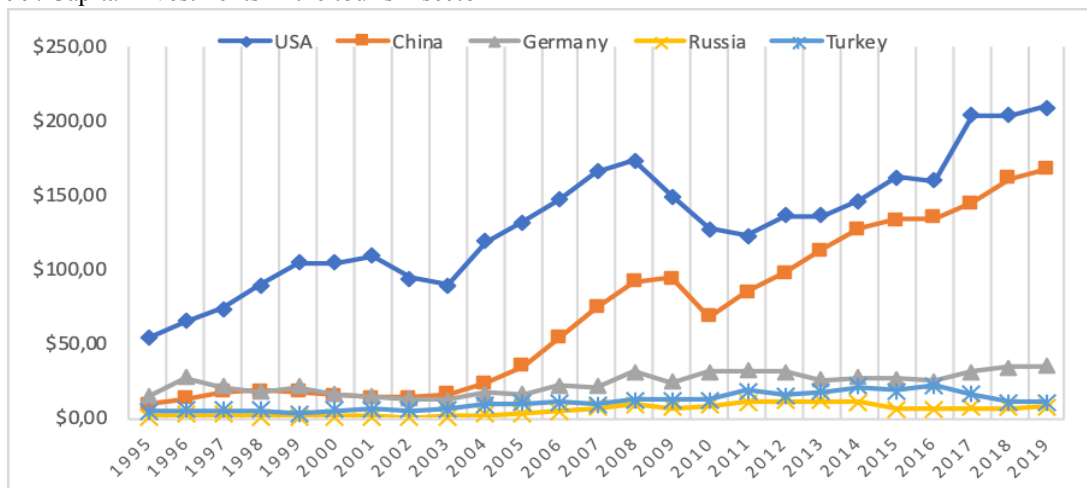
Source: IMF, World Economic Outlook Database

Graphic 8. Number of tourist arrivals



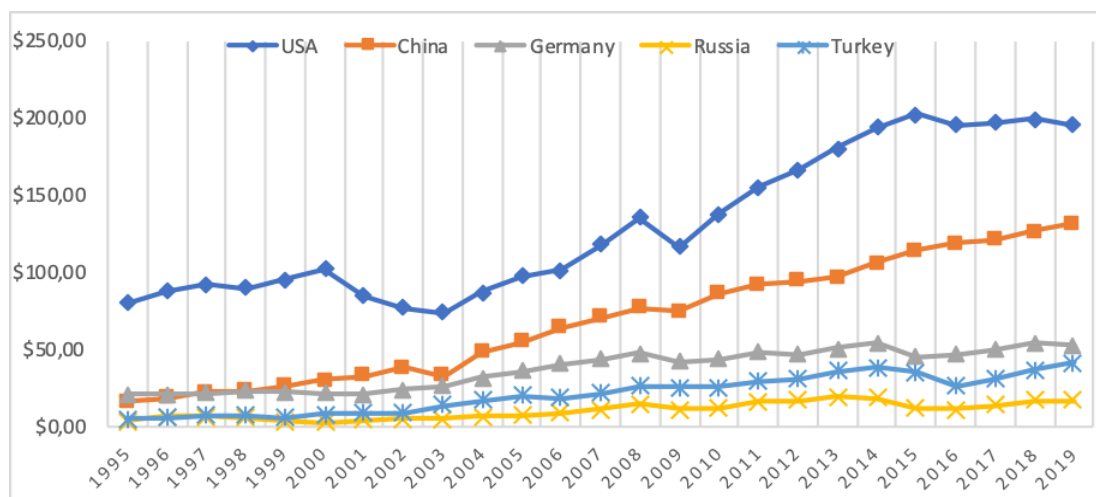
Source: UNWTO

Graphic 9. Capital investments in the tourism sector



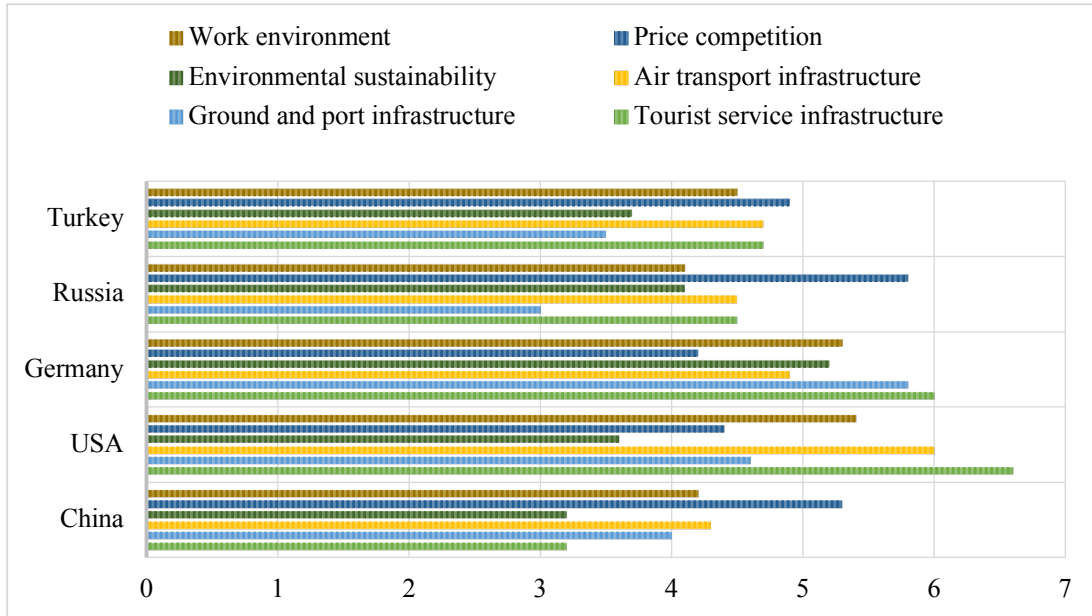
Source: World Travel and Tourism Council (WTTC)

Graphic 10. Inbound (foreign) visitor expenditures



Source: WTTC

Graphic 11. Basic tourism performance indicators of five countries



Source: Travel and Tourism Competition Report

The World Economic Forum has making an in-depth analysis of the Travel and Tourism competitiveness of 136 economies around the world for the last 11 years and has identified a set of factors and policies that ensure the sustainable development of the travel and tourism industry in order to create the “Travel and Tourism Competitiveness Index” of countries. This contributes to a country's development and competitiveness.

The Travel and Tourism Competitiveness Index enables all stakeholders to work together to increase the industry's competitiveness in their national economies. Thus, these efforts reflect a focus on ensuring the sector's sustainable growth in an uncertain security environment, while at the same time protecting the natural environment and local communities to which it is very richly dependent. In this context, comparative performances of five countries are presented in Graphic 11. Basic tourism performance indicators of the countries present in Graphic 11. These indicators are also indicators associated with the energy sector. In addition, the actual results of these indicators, in the level of competitiveness in tourism 3. Germany, 4. USA, China 15, Russia 43, and Turkey 44, ranks.

Germany ranks high in touristic service infrastructure activities, ground and port infrastructure facilities and environmental sustainability. In addition, it is seen that these indicators are at high levels also in the USA. However, Russia, China and Turkey are much lower than Germany and the USA in these indicators. In this regard, the experiences of Germany and the USA in energy factor and energy factor come to the fore. These developed countries (USA and Germany) are seen to be superior in tourism service infrastructures and transportation facilities, as they have completed the necessary studies and infrastructures regarding energy and energy accessibility as in other developed countries. For

this reason, energy creates a competitive advantage for developed countries. In these countries, infrastructure opportunities in tourism services are more dominant due to the experience of energy use and the completion of the studies. However, emerging countries like Turkey, China and Russia failure to have sufficient energy owing to their experience of countries, can't give the necessary importance to this area, and do not achieve a competitive advantage in the tourism sector. While these and such countries generally stand out in terms of price, they also compete to take advantage of some of the advantages they bring in their cultural and geographical location.

Germany's competitiveness on sustainable environment comes from the studies and initiatives they have done to minimize environmental costs during the use of energy resources. Especially the orientation to renewable energy sources and the existence of a reduction policy in the use of non-renewable energy provides an advantage for the country in this regard. The policies of the countries in these orientations in line with the new world understanding also enable them to gain a competitive power. These issues, which have been given importance especially by the societies of developed countries in the last century, are also effective in the tourism destination decisions of these societies.

5. Conclusion

Although the tourism and tourism sector start with human, it must have some features within its body. The realization of these properties basically requires the energy factor. In this context, having cheap and uninterrupted energy supply and taking necessary precautions against possible environmental effects of energy use also support the development and sustainable growth of tourism.

The role of energy consumption for the tourism sector is almost ignored in research studies that are also necessary for sustainable tourism. The principles of sustainable tourism can be applied to all types of tourism (either traditional mass tourism or niche tourism segments such as ecotourism) and require optimal use of natural resources, environmental protection, respect for the socio-cultural aspects of host communities. The long-term economic viability and socio-economic benefits of tourism businesses need to be fairly distributed to all stakeholders. Therefore, managing energy supply and consumption is a critical component of the sustainable tourism industry. The growth of tourist traffic and the increase in the number of tourists not only affect the economic well-being of the country, but also energy consumption. Although the energy factor is one of the preconditions for sectoral development, existing obstacles hamper the development and growth of the sector.

In the study, in order to gain competitive power and gain advantage, the subject of energy and tourism was mentioned, a general literature on this subject was presented and information on tourism, energy and tourism performances of five countries was given. As a result, it is inevitable that energy will create a competitive advantage for countries. As seen in the examples of USA and Germany, which are among the five countries presented, especially the excess in infrastructure services and facilities enable these countries to gain a competitive power and gain an advantage in this regard. It can be stated that the experience of these countries in energy is related with these results. Turkey, however, as seen in the example of Russia and China, yet these countries have completed enough experience and accessibility, infrastructure and tourism services are unable to provide sufficient competitive advantage in transportation facilities. For this reason, these and such countries try to create a competitive power only in price, and in this case, it shadows the quality and sustainability of tourism. The high levels of business environment indicators in the USA can also be associated with energy use. However, it should not be forgotten that these energy uses are in parallel with the development levels of the countries.

Our overall research can be a guide for researchers and governments to create better tourism and energy strategies. At this point, the primary focus of policy makers is to strengthen the implementation of existing regulations and energy management policies in order to achieve sustainable growth in the tourism sector and gain competitive advantage in the sector. Enterprises under the hospitality sector such as hotels, resorts and restaurants can benefit from the efficient use of energy by reducing the cost of their operations, which are vital to the competitiveness of the tourism industry. Considering the increasing environmental awareness of tourists, it can be said that green tourism efforts will contribute to the growth and competitiveness of the tourism sector. However, the high installation cost of renewable energy systems and energy conservation devices can discourage these compa-

nies. Therefore, support policies can be implemented to increase the number of tourism facilities designed with green energy. More policies can also be developed for urban areas.

Author contribution statements

E. Demir and O. Bahar contributed equally to the design and implementation of the research, to the analysis of the results and to the writing of the manuscript.

Disclosure statement

"No potential competing interest was reported by the authors."

Ethics committee approval

All responsibility belongs to the researchers. All parties were involved in the research of their own free will.

Appendix: Endnote

¹This basic view has been associated with community cost leadership within Michael E. Porter's three general strategies. See Also (Porter, 2000: 44-45)

² This approach belongs to the "Traditionalist Competitive Approach" and the main representatives of this approach are; R. Cantillon is A. Smith and D. Ricardo. See Also (Lynch, 1997)

³ A large number of motivating factors can be effective in choosing a particular region for the tourist. These elements are mainly; They appear as geographical, economic and social factors. See also (Bahar and Kozak, 2012: 41).

⁴ Sustainable tourism development policies are defined as "all tourism plans and principles that cover the ability of present generations to meet their own needs without jeopardizing the ability of future generations to meet their needs and desires". See also (Tosun, 2001: 290)

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Influence of pull factors on the travel motivation of foreign tourists towards Bodrum-Turkey destination

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Influence of pull factors on the travel motivation of foreign tourists towards Bodrum-Turkey destination

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Abstract

The pull factors play an important role in effectively marketing a tourist destination. Therefore, the purpose of the study was to determine the pull factors that affected the foreign tourists' choice of Bodrum as their holiday destination. The study used the questionnaire technique in order to collect the data from the foreign tourists visiting the Bodrum destination in 2019. The frequency analysis and statistical tests such as reliability analysis, factor analysis, t-test and variance analysis were applied to the data obtained through the survey. As a result of the factor analysis, the pull factors affecting the foreign tourists' preferences of Bodrum were found out as being price, accessibility, promotion and marketing, service quality, safety and security. Among these pull factors that affected the choice of holiday destination for foreign tourists, safety and security were identified as the most important factor. This result suggests that the pull factor of safety and security were effective in choosing Bodrum as a tourist destination.

Keywords: Destination, Pull factors, Bodrum-Turkey, Tourist, Demographic factors

1. Introduction

International tourism industry is one of the most rapidly growing industries in the world. When the current international environment and the disposable income all over the world and the increase in leisure times are taken into consideration, more international tourists are expected to arrive in many tourist countries. Tourism is one of the main components of the economic development strategy of many countries across the world. The attractiveness of tourism as a source of income, employment, tax collections and foreign exchange gain causes many countries to be in the competition of attracting international tourists to their own destinations.

While countries try to increase their foreign visitor shares, it becomes important to understand why people travel and why they choose a certain destination over other tourist destinations. Therefore, the travel motivation has become a focal point for the travel satisfaction in tourism literature (Oh, Uysal and Weaver, 1995). Though the travel motivation is just a single variable explaining the tourist behavior, it is seen as one of the most important concepts due to the fact that it is a push and pull powers behind all tourist behaviors. The theory frequently used for the examination

of the travel motivations of the tourists is called as the motivation theory covering the push and pull factors (You et al., 2000; Yousefi and Marzuki, 2012).

The frame of the push and pull factors is to provide a basic and intuitive approach to explain the motivations underlying the tourist behavior. According to this frame, while the push factors attribute to certain powers in life causing to deciding of going on a holiday, the pull factors are expressed as the factors leading an individual to choose a tourist destination. Push factors are related to the needs and demands of the tourists such as the wish for going on holiday out of their place of residence, resting and relaxing, adventure, prestige, health and social interaction. Pull factors are related to the characteristics of a destination and the factors that attract individuals to a destination. For instance, natural attractions, cultural and historical heritages, festivals and accommodation opportunities are seen as being the pull factor elements (Klenosky, 2002; Correia, Do Valle and Moço, 2007).

Many factors covering the economic, social, cultural and demographic characteristics are effective on the holiday choice and purchasing decisions of the tourists. Crompton (1979) defines the elements affecting the destination choices

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of tourists and the elements supporting the travel desires as the push factors (psychological and social motives) and the characteristics of a destination affecting a tourist destination to be visited are defined as being the pull factors (Crompton, 1979; Lundberg, 1990). Therefore; the pull factors have a great importance in the preference of a destination and regarding the competitiveness against other tourist destinations (Çetinsöz and Artuğer, 2014).

2. Literature review

Many studies coverings the push and pull factors on the travel motivations of the tourists in international tourism are available in the tourism literature. For example, both push and pull factors have been researched by the studies of Oh et al. (1995); You, et al. (2000); Kim and Lee (2002); Mazzarol and Sautor (2002); Kim, Lee and Klenosky (2003); Yoon and Uysal (2005); Kao, et al. (2008); Yousefi and Marzuki (2012). On the other hand, the only push factors have been studied by the researchers as follows Fodness (1994); Cha, Mcclery, and Uysal (1995) and the only pull factors have been studied by Klenosky (2002); Correia, et al. (2007); Demir (2010); Evren and Kozak (2012); Çetinsöz and Artuğer (2014).

The push and pull factors were examined by You et al. (2000) on the tourists of two different countries (England and Japan) visiting the USA. This study made an intercultural comparison according to the push and pull factors, and concluded that the tourists coming from these two countries had different travel desires. Kim and Lee (2002), in their study in South Korea, determined the push factors as togetherness with family, appreciation of health, escape from daily life, adventure and making new friends. They also revealed the pull factors as tourist attractions, information, comfort of the accommodation facilities and easy accessibility to national parks. Kao et al. (2008) conducted a survey on 547 Taiwanese tourists visiting Australia. They found out the push factors as traveling the world, having a comfortable travel, escape and meeting new friends and prestige. The pull factors were also revealed as being hours of sunshine and landscape, the value to be obtained from the destination, tourist place and convenience for family travel.

Klenosky (2002) examined the relationship between push and pull factors between destinations in his research. In his study, he determined that each destination comes to the forefront with different attractions. For example, the beaches, hot climate and atmosphere of Florida were the main attractions. For California, the beaches and historical and cultural places were found to be attractive. On the other hand, the natural resources and ski resorts of Colorado were found to be attractive for tourists. The hot climate of Hawaii was found as being attractive and the beaches and atmosphere of Mexico were revealed as being the pull factors for the tourists. Cha, Mcclery and Uysal (1995) in their study found that the push factors affecting the motivation of the Japanese tourists traveling abroad for pleasure were called

as comfort, adventure, quality of travel, family and sport. Moreover, Demir (2010) in his study investigated the effects of pull factors of foreign tourists visiting Dalyan on their holiday destination selection. In this research, the pull factors in the holiday choice were determined as being recreational attractions, historical and natural attractions, social and cultural values, accommodation and transportation opportunities. Çetingöz and Artuğer (2014) examined the pull factors in the destination selection of Antalya by the foreign tourists. In their study, they surveyed 408 foreign tourists regarding the pull factors in the choice of a holiday destination and they determined the pull factors as social activities, historical and cultural heritages, hygiene and security, natural beauties and price.

Ünal (2020) conducted a research about the travel motivations of 280 Turkish tourists visiting the city of Skopje in North Macedonia. This study showed that Turkish tourists left the destination in a contented mood and they said that they would visit the destination again. In this study, the pull factors determining the travel motivations were revealed as being price and touristic opportunities, natural environment and culture, hospitality and infrastructure and hygiene and cleanliness. On the other hand, the push factors were found as being comfort and escape, obtaining new knowledge, adventure and excitement, and friendship.

Çakar (2020) also studied the travel motivations of both local and foreign tourists visiting Gallipoli peninsula in his research. A qualitative research technique was used in the study and the data were collected by interviewing 44 tourists face to face. The findings revealed that the tourists visiting Gallipoli peninsula had different travel motivations and experiences. But they also had some common aspects with these two groups. While the travel motivations formed a heterogeneous model including both the push and pull motivation factors, the experiences were separated into the psychological and sociocultural categories. In this study, the tourists were found that they visited the peninsula by both push and pull motivational factors. Correia and Pimpao (2008) examined the travel decision making processes of the Portuguese tourists visiting South Africa. The results showed that the behavioral intentions were beyond the sentimental and cognitive satisfaction, and this was explained by the perceptions and motivations of the tourists. Because tourists perceive tourism destinations as entertaining places, but they have too little information about the existent entertaining facilities and main touristic attractions. In their study, the push factors in the decision-making process of travel were determined as being recreational activities, information and adventure. On the other hand, the pull factors were determined as being the features of touristic facilities, landscape and attraction of the destination.

Moereover, Bayih and Singh (2020) determined the travel motivations (push and pull factors), the relations between satisfaction and behavioral intentions (intention of visiting again and the desire for recommendation) and the

direct and indirect impacts of travel motivations of the tourists visiting Ethiopia. The data of the study were obtained from 386 domestic tourists in four destinations in Ethiopia. The structural equation modeling (SEM) was used to analyse the data. The results revealed that both push and pull travel motivations were the important determinants of general satisfaction of the tourists, and the pull travel motivations had the direct impacts on the intention of the tourists visiting the destination again and the desire of recommendation. Sastrea and Phakdee-Auksornb (2017) in their study, aimed to determine the push and pull travel motivations of the English tourists visiting Phuket destination in Thailand. They further determined the relationship between the travel motivations and the future travel intentions. In their study, the push travel motivations of the English tourists were determined as being entertainment, resting and relaxing and escape from daily routine and environment. The pull travel motivations were also determined as natural landscapes, beaches and the hospitality and sincerity of the people.

3. Methodology

3.1. Objectives of the research and its importance

Bodrum is an important tourist destination in Turkey. For this reason, determining the pull factors of the tourists visiting Bodrum is important for a successful marketing of the destination. Accessibility, quality of the entertainment services, quality of accommodation and food-beverage services, security and price have an important role in determining the choices of the tourists for a destination. This study aimed to determine the pull factors affecting Bodrum as a one of the most important holiday destinations in Turkey by foreign tourists. The study also aimed to determine whether there was a difference between the demographic characteristics of foreign tourists and their pull factors for the preferred destination.

3.2. Sample

The sample of this study consisted of the foreign tourists visiting Bodrum destination in 2019. In this study, the participants were selected with a convenience sampling technique which is a quantitative research technique that the participants are volunteered for the study. The convenience sampling method is the easiest way of reaching the individuals who would like to participate in the questionnaire. This method also helps to collect the questionnaire data with the most convenient cost in a short period of time. Therefore, the questionnaire survey was applied to randomly selected 369 tourists in three locations in the destination: Milas-Bodrum Airport, Bodrum and Turgutreis town centers. The researchers provided a brief information about the survey to the participants before the questionnaires were filled by the foreign tourists.

3.3. Data collection

The data were collected through the questionnaire technique from the foreign tourists visiting Bodrum. The ques-

tionnaires were collected through face to face with the foreign tourists in order to make the collected data more reliable. The questionnaires were applied to 375 foreign tourists visiting Bodrum. However, 6 of these filled questionnaires were omitted as they were incomplete and erroneous. The remaining 369 questionnaires were included for the study' analysis. The questionnaire form used in this study consisted of two parts. In the first part; there was the scale consisting of 21 questions covering 5 factors (price, accessibility, promotion and marketing, service quality, and security and safety) regarding the pull travel motivations of the foreign tourists visiting Bodrum. The participants were requested to express their opinions on the scale sequenced from 1 Strongly Disagree to 5 Strongly Agree in accordance with 5-point Likert scale in order to find out the pull factors of the foreign tourists visiting Bodrum. The second part of the questionnaire form consisted of the demographic questions (gender, age, marital status, educational status, income status and country) about the participants.

4. Findings

The data gathered through the questionnaires from the foreign tourists visiting Bodrum destination were first transferred to SPSS 23.0 (Statistical Program for Social Sciences) program and then, the required analyses were conducted through this program. Bera in mind, the data should have normal distribution for the performance of parametric tests in studies (Durmuş, Yurtkoru and Çinko, 2018). The skewness and kurtosis values of the data should be within the range of ± 1.5 as required by the parametric tests (Tabachnick and Fidell, 2013). The study showed that the skewness and kurtosis values of the data within the range of ± 1.5 . Thus, the data conformed to a normal distribution. Following this, the parametric tests were applied to the data obtained for the study.

Kaiser-Meyer-Olkin (KMO) and Barlett Tests were considered to be used in accordance with factor analysis in the study. Factor analysis was conducted on the data and the Cronbach's Alpha values, mean and standard deviation values of each factor have been calculated. Moreover, t-test for two-variable groups and one-way variance analysis (ANOVA) test for groups with more than two variables were applied to determine the effects of the pull factors with the demographic characteristics of the participants. Tukey-HSD (for homogeneous distributions) and Games-Howell (for inhomogeneous distributions) tests were conducted to examine the differences among the groups' variables existed. The frequency and percentage distributions of the foreign tourists participating in the questionnaire were calculated in accordance with their demographic characteristics (see Table 1). The data showed that the female participants (58,3%) were more than the male participants (41,7%). The age groups of the participants were distributed as follows: the age groups of 18-25 and 26-35 were 23,3%. While the majority of the participants were married (50,4%), 23,6% of the participants were single. The income level of the majority of

the participants was between 25001-50000 Euro with 61,5%. When the educational status of the participants was considered, the undergraduates were in majority with 37,4%. When the origin of the countries of the tourists visiting Bodrum destination was examined, the majority consisted of Ukrainians (29,8%), Europeans (32,5%) and Russians (23,3%).

The factor and reliability analyses were applied to the data in order to determine the pull factors for the Bodrum destination (see Table 2). The mean and standard deviation values were also shown in Table 2. The Kaiser-Meyer-Olkin (KMO) value was 0,816. Barlett Test result occurred as 4634,762 and p value was 0,000 ($p < 0,00$). These values mentioned above were at sufficient level for factor analysis (Kalaycı, 2009). The factor analysis explained 71,11% of the total variance occurred. This ratio is sufficient for the field of social sciences (Çolak, 2017).

All the factor loads for the statements were higher than 0,50. Furthermore, the Cronbach's Alpha values for each factor were above 0,70. The arithmetic means of the statements were also shown in Table 2 below as follows security and safety (4,50), service quality (4,37), price (3,88), accessibility (3,84) and promotion and marketing (3,30). These findings showed that the factors of security and safety and service quality were more effective factors than others in the choice of the foreign tourists visiting the Bodrum destination.

The findings showed that Bodrum was a safe place and had a high destination service quality in the foreign tourists'

preferences. Although promotion and marketing and accessibility were important in their preferences, they had lower means than the means of the other factors. Furthermore, the findings of the t-test showed whether there was a significant difference between the pull factors and the genders of the foreign tourists visiting Bodrum (see Table 3). According to the findings in Table 3; there was any significant difference between the pull factors and the genders.

One Way ANOVA test was applied whether there was a significant difference between the marital status, age, education levels, countries and incomes of the foreign tourists visiting Bodrum destination and the pull factors. Moreover; Tukey-HSD test was applied to see the difference among the groups. The findings of the ANOVA test did not show a significant difference between the marital status of the foreign tourists visiting Bodrum and the pull factors (see Table 4).

The ANOVA test was conducted whether there was a significant difference between the ages of the foreign tourists visiting Bodrum and the pull factors (see Table 5). As seen in Table 5; there was not any significant difference between the ages of the foreign tourists and the pull factors. The ANOVA test was conducted to see a significant difference between the educational status of the foreign tourists visiting Bodrum and the pull factors regarding (see Table 6).

As seen in Table 6, a significant difference ($p = 0,040$) was observed between the educational status of the participants and the factor of service quality. The factor of service quality affected the high school graduates (mean=4,55) more than the graduates or doctorate graduates (mean=4,30).

Table-1. Demographic characteristics of the participants (n=369)

Demographic variables		n	%	Demographic variables		n	%
Gender	Female	215	58,3	Marital status	Single	87	23,6
	Male	154	41,7		Divorced	11	3,0
Age	18-25	86	23,3		Married	186	50,4
	26-35	86	23,3		Living with partner	64	17,3
	36-45	97	26,3		Other	21	5,7
	46-55	59	16,0	Educational status	High School	115	31,2
	56-65	27	7,3		Undergraduate	138	37,4
	66+	14	3,8		Graduate or Doctorate	93	25,2
			Other		23	6,2	
Country	Ukraine	110	29,8	Income status	0-25000 Euro	2	5
	Europe	120	32,5		25001-50000 Euro	227	61,5
	Middle East	27	7,3		50001-75000 Euro	89	24,1
	Russia	86	23,3		75001-100000 Euro	21	5,7
	Other	26	7,1		100001+ Euro	30	8,1

Table-2. Factor analysis

Factors/Statements	Eigenvalue	Variance Par-entage	Reliability Coefficient	Mean	Standard De- viation
<i>Factor 1 Price</i>	7,086	33,745	,833	3,887	,807
Food and beverage prices	,823				
Price of the general trade items	,766				
Price of the tours	,720				
Transportation price	,716				
Accommodation price	,692				
<i>Factor 2 Promotion and marketing</i>	2,942	14,011	,917	3,302	1,101
Promotion and marketing activities of Bodrum destination	,927				
Promotion and marketing activities of Turkish Government	,897				
Promotion and marketing activities of hotels	,870				
<i>Factor 3 Accessibility</i>	2,091	9,958	,820	3,842	,967
Distance from your country airport to Bodrum (BJV) airport	,862				
Distance of the hotel to Bodrum airport	,854				
Distance from the hotel to the Bodrum centre	,719				
<i>Factor 4 Service quality</i>	1,499	7,136	,827	4,372	,665
Service quality of the tour operators	,797				
Service quality of the hotels	,756				
Service quality of the tour local agencies	,710				
Service quality of the restaurants	,710				
<i>Factor 5 Security and safety</i>	1,315	6,262	,924	4,500	,681
Security and safety standards of the hotels	,858				
Security and safety standards of the attraction centers	,842				
Security and safety standards of Bodrum	,837				
Security and safety standards of the restaurants	,825				
Security and safety standards of Turkey	,755				
Security and safety standards of shopping malls	,704				

Factor Analysis: Varimax Spin Principal Components, Kaiser-Meyer-Olkin Sample Sufficiency= ,816 Bartlett's Test of Sphericity: p<.000 (Chi-Square 4634,762 df=210).

Table-3. Comparison of the pull factors on the genders of the foreign tourists for Bodrum destination (t-test)

Factor name	Variables	Number	Arithmetic average	Standard deviation	t-value	p-value
Price	Female	215	3,91	,789	,920	,194
	Male	146	3,83	,811		
Promotion and marketing	Female	205	3,26	1,074	,787	,375
	Male	145	3,35	1,132		
Accessibility	Female	211	3,84	,971	,759	,241
	Male	146	3,86	,935		
Service quality	Female	215	4,49	,614	1,972	,084
	Male	146	4,35	,725		
Security and safety	Female	215	4,53	,633	,902	,271
	Male	143	4,46	,718		

Table-4. Comparison of the pull factors on the marital status of the foreign tourists (ANOVA)

Factor name	Variables	N	Arithmetic average	Standard deviation	t-value	p-value
Price	Single	87	3,83	,766	,641	,633
	Divorced	11	3,87	,616		
	Married	186	3,84	,882		
	Living with partner	63	3,97	,688		
	Other	12	4,11	,679		
Promotion and Marketing	Single	86	3,31	1,15	0,73	,990
	Divorced	11	3,18	1,21		
	Married	176	3,29	1,12		
	Living with partner	63	3,35	,996		
	Other	12	3,33	,710		
Accessibility	Single	87	3,93	,917	1,363	,246
	Divorced	11	3,45	1,19		
	Married	182	3,78	,988		
	Living with partner	63	4,01	,891		
	Other	12	3,70	,893		
Service Quality	Single	87	4,33	,778	1,373	,243
	Divorced	11	4,45	,471		
	Married	186	4,44	,624		
	Living with partner	63	4,53	,697		
	Other	12	4,14	,842		
Security and Safety	Single	85	4,41	,790	,740	,565
	Divorced	11	4,46	,661		
	Married	184	4,54	,630		
	Living with partner	64	4,49	,724		
	Other	12	4,34	,533		

Table-5. Comparison of the pull factors on the ages of the foreign tourists (ANOVA)

Factor name	Variables	N	Arithmetic average	Standard deviation	t-value	p-value
Price	18-25	86	3,86	,707	1,242	,189
	26-35	86	3,97	,829		
	36-45	79	3,84	,832		
	46-55	58	3,95	,754		
	56-65	27	3,55	,990		
	66+	14	3,93	,726		
Promotion and marketing	18-25	84	3,34	1,05	,980	,430
	26-35	82	3,32	1,05		
	36-45	77	3,25	1,06		
	46-55	59	3,38	1,24		
	56-65	26	2,87	1,11		
	66+	13	3,12	,976		
Accessibility	18-25	85	3,93	,943	1,036	,396
	26-35	84	3,94	,946		
	36-45	79	3,77	,970		
	46-55	59	3,82	,943		
	56-65	26	3,64	1,04		
	66+	13	3,48	1,18		
Service quality	18-25	86	4,51	,612	1,613	,156
	26-35	86	4,27	,764		
	36-45	78	4,38	,623		
	46-55	59	4,51	,698		
	56-65	27	4,54	,531		
	66+	14	4,50	,693		
Security and safety	18-25	84	4,49	,724	0,38	,999
	26-35	86	4,51	,649		
	36-45	79	4,51	,618		
	46-55	58	4,49	,751		
	56-65	27	4,51	,572		
	66+	14	4,55	,557		

Table-6. Comparison of the pull factors on the educational status of the foreign tourists (ANOVA)

Factor name	Variables	N	Arithmetic average	Standard deviation	t-value	p-value
Price	High School	114	3,98	,762	,928	,448
	Undergraduate	138	3,84	,732		
	Graduate or Doctorate	93	3,81	,752		
	Other	9	3,82	,956		
Promotion and marketing	High School	112	3,36	1,09	,360	,837
	Undergraduate	131	3,31	1,04		
	Graduate or Doctorate	93	3,33	1,09		
	Other	9	2,92	1,13		
Accessibility	High School	112	3,77	,995	1,550	,187
	Undergraduate	136	3,96	,786		
	Graduate or Doctorate	93	3,79	,876		
	Other	9	4,22	1,03		
Service quality	High School	115	4,55	,630	2,536	,040
	Undergraduate	137	4,50	,557		
	Graduate or Doctorate	93	4,30	,634		
	Other	9	4,38	,725		
Security and safety	High School	113	4,48	,769	,340	,851
	Undergraduate	137	4,54	,536		
	Graduate or Doctorate	93	4,53	,511		
	Other	8	4,56	,680		

Table-7. Test of homogeneity of variances

	Levene Statistic	Df1	Df2	p-value
Price	,854	4	349	,492
Promotion and Marketing	,206	4	340	,935
Accessibility	1,196	4	345	,312
Service Quality	1,480	4	349	,208
Security and Safety	2,399	4	346	,050

Table-8. Comparison of the pull factors on the income status of the foreign tourists (ANOVA)

Factor name	Variables	N	Arithmetic average	Standard deviation	t-value	p-value
Price	0-25000 Euro	2	4,10	,141	,698	,594
	25001-50000 Euro	151	3,92	,823		
	50001-75000 Euro	89	3,96	,670		
	75001-100000 Euro	21	3,68	,813		
	100001+ Euro	30	4,02	,728		
Promotion and marketing	0-25000 Euro	2	3,00	2,82	1,757	,138
	25001-50000 Euro	149	3,19	1,11		
	50001-75000 Euro	87	3,43	1,06		
	75001-100000 Euro	18	3,48	,901		
	100001+ Euro	28	3,70	,828		
Accessibility	0-25000 Euro	2	3,16	,707	,911	,453
	25001-50000 Euro	150	3,86	,995		
	50001-75000 Euro	88	3,78	,981		
	75001-100000 Euro	21	4,14	,813		
	100001+ Euro	30	3,95	,977		
Service quality	0-25000 Euro	2	5,00	,000	3,527	,008
	25001-50000 Euro	152	4,33	,666		
	50001-75000 Euro	88	4,51	,566		
	75001-100000 Euro	21	4,15	,906		
	100001+ Euro	30	4,67	,576		
Security and safety	0-25000 Euro	2	4,41	,824	1,423	,226
	25001-50000 Euro	150	4,50	,664		
	50001-75000 Euro	87	4,51	,611		
	75001-100000 Euro	21	4,26	,912		
	100001+ Euro	30	4,71	,508		

Table-9. Test of homogeneity of variances

	Levene statistic	Df1	Df2	P –value
Price	1,144	4	288	,336
Promotion and Marketing	2,538	4	279	,040
Accessibility	,760	4	286	,552
Service Quality	1,793	4	288	,130
Security and Safety	1,057	4	285	,378

Table-10. Comparison of the pull factors on the countries of the foreign tourists (ANOVA)

Factor Name	Variables	N	Arithmetic Average	Standard Deviation	t-value	p-value
Price	Ukraine	110	3,99	,740	,873	,480
	Europe	119	3,82	,796		
	Middle East	27	3,89	,989		
	Russia	86	3,81	,812		
	Other	4	3,95	1,17		
Promotion and marketing	Ukraine	108	3,31	1,08	1,075	,369
	Europe	117	3,36	1,09		
	Middle East	25	3,57	,748		
	Russia	82	3,12	1,15		
	Other	4	3,08	1,66		
Accessibility	Ukraine	109	4,06	,927	3,118	,015
	Europe	119	3,82	,752		
	Middle East	26	3,65	1,35		
	Russia	84	3,59	1,05		
	Other	4	3,83	1,03		
Service quality	Ukraine	110	4,54	,604	2,768	,027
	Europe	120	4,39	,679		
	Middle East	27	4,20	,802		
	Russia	86	4,52	,534		
	Other	4	3,89	1,19		
Security and safety	Ukraine	108	4,53	,660	1,478	,208
	Europe	120	4,51	,643		
	Middle East	27	4,50	,756		
	Russia	84	4,52	,652		
	Other	4	3,70	1,39		

Table-11. Test of homogeneity of variances

	Levene Statistic	Df1	Df2	P –value
Price	2,210	4	341	,068
Promotion and Marketing	1,799	4	331	,129
Accessibility	5,223	4	337	,000
Service Quality	2,133	4	342	,076
Security and Safety	2,239	4	338	,065

As seen in Table-7 above, $p = ,208$ for the variance homogeneity test conducted between the service quality factor and the variable of educational status was observed to be homogeneous. As a result of the conducted Tukey-HSD test; a significant difference was occurred between the high school graduates and the graduates or doctorate graduates.

The findings of the ANOVA test showed whether there was a significant difference between the income status of the foreign tourists visiting Bodrum and the pull factors (see Table 8). According to Table 8; a significant difference ($p=0,008$) was found between the income status of the participants and the factor of service quality.

The variance homogeneity test above showed $p = ,130$ homogeneous between the service quality factor and the variable of income status. The Tukey-HSD test displayed a significant difference between those with an income of 75001-100000 Euros (4,15) and those with more than 100001 Euros (4,67). According to these findings; it could be said that those with high income level placed more importance onto the service quality in the destination.

The findings of the ANOVA test showed whether there was a significant difference between the countries of the foreign tourists visiting Bodrum and the pull factors (see Table 10).

According to Table 10, a significant difference was occurred between the countries of the participants and the service quality and accessibility of the pull factors.

The homogeneity test of variances showed $p = ,076$ between the service quality factor and the variable of countries, which was reflected as being homogeneous. On the other hand, the homogeneity test of variances showed $p = ,000$ between the factor of accessibility and the variable of countries, which was seen as not being homogeneous (see Table 11). As a result of the conducted Tukey-HSD test; the Ukrainians (4,54) and Russians (4,52) had higher perceptions regarding the factor of service quality. This could be interpreted as the Ukrainians and Russians placed more importance onto the service quality of the pull factors regarding the chosen destination. When the difference between accessibility and countries was considered, a significant difference occurred between the Ukrainians and Russians. According to this finding, the Ukrainians (4,06) placed more importance to the factor of accessibility than the Russians (3,59).

5. Conclusion

The information about the travel motivations of the people and its relationship with the destination choice plays a critical role in estimating the future travel trends. One of the most important factors for tourists to choose a destination is attractions owned by a destination. Many elements such as historical and cultural heritages, natural beauties, recreational activities and security conditions are effective in the holiday choice of tourists. Thus, the pull factors were determined for this study as being price, promotion and marketing, accessibility, service quality, security and safety for the preference of Bodrum destination by foreign tourists. In the literature, the pull factors being the determinants of the travel motivations of tourists have been widely studied (Oh et al., 1995; You, et al., 2000; Kim and Lee, 2002; Klenosky, 2002; Mazzarol and Sautor, 2002; Kim, Lee and Klenosky, 2003; Yoon and Uysal 2005; Correia, et al., 2007; Kao, et al., 2008; Demir, 2010; Yousefi and Marzuki, 2012; Evren and Kozak, 2012; Çetinsöz and Artuğer, 2014; Bayih and Singh, 2020; Ünal, 2020). This study found out that the most important factors affecting the foreign tourists to choose Bodrum destination were security and safety, and service quality.

What customers mean by security and safety is that the facilities of the airport they fly to, the organization of the agency tour guides, the new transfer vehicles, the security in general signal the security and safety issues. To be more specific, the physical structures of the hotels, existence of security personnel and customer property safety are among those important issues. For example, lifeguard should always be around the pool and beach and the problems among the customers for any reason should be intervened to be solved in order to create customer satisfaction.

Service quality was observed as being one of the important pull factors in the study. The detailed attention to the service quality ensures an organization to be different from its rivals and provides a permanent advantage against its rivals in the competition. What is meant by service quality covers the airport ground services, meeting with the travel agency and performance of the transfers in comfortable vehicles. As for service quality in hotels, meeting customers friendly from the gate of security and taking customers to reception desk until customers settle into their bedrooms. More specifically, delivering the food and beverage services timely, providing clean and comfortable bedrooms, performing the restaurant and bar services in the specified quality (food and beverage standards and general hygiene) support the service quality perception. For example, having enough usage space at dock, pool and beach areas, recreational services, availability of personnel speaking foreign languages, definitely giving positive responses to customer complaints affect the service quality in hotels. Sightseeing, shopping, historical heritage visits and the quality of bar and restaurant services rendered outside hotels also affect customer satisfaction leading to a total quality feeling provided.

Having explained the factors of security and safety and service quality as the pull factors for the Bodrum destination, these findings showed that Bodrum as a destination is a safe place and the high service quality is provided to the foreign tourists. To compare these findings with other studies in the literature, Davras and Uslu (2019) studied the pull factors of the Fethiye destination selected by the English tourists. They found out that the transportation, activity opportunities and natural attractions were the pull factors. Similarly, Jang and Cai (2002) researched the pull factors selected by the English tourists visiting the USA and the factors of cleanliness and security, accessibility, entertainment and seeking information were the ones important for the English tourists. Upon this it could be said that the pull factors regarding the determination of the travel motivations of the tourists show differences depending on the destinations and tourists.

This study did not show any significant differences occurred between the genders, marital status and ages of the foreign tourists visiting Bodrum destination and their perceptions regarding the chosen destination. However, Çetinsöz and Artuğer (2014) studied on the foreign tourists visiting Antalya regarding the pull factors. Their findings were similar with this study in terms of gender and marital status. But, a difference was noted with the groups in higher ages affected by the hygiene and security elements.

This study found the differences occurred on the education, income and country origin variables of the demographic characteristics of the foreign tourists in choosing Bodrum as a destination. A difference was occurred between the educational status and incomes of the foreign tourists with the factor of service quality. According to these findings; those with the low education level and with high income placed more importance onto the factor of the service

quality in the destination. The high school graduates were the lowest level of the education option in the questionnaire. This group may have only minded the money they spent and may not have minded other details while choosing their holidays. The relationship between the holiday and the received service rather consisted of drinking and having fun with one another.

The following interpretations could be made in terms of the income level. Those with high income probably prefer spending their holidays in better quality hotels in their lives. The services of the operations rendering services with high prices are more different than the other economic facilities offered. Thus, tourists would make the similar price/service comparison in the chosen destinations. Bering in mind, there would be a service quality expectation at every price level. For example, Evren and Kozak (2012) revealed that those with high income level placed more importance onto natural, historical and cultural values, and accommodation, transportation factors. On the other hand, those with high education level placed more importance onto natural, historical and cultural values and entertainment, education and shopping factors.

As for the country origin of the foreign tourists, the Ukrainians placed more importance onto accessibility and service quality of the pull factors than the tourists from the other countries. This could be interpreted that the Ukrainian tourists coming to Bodrum would give more importance to the issue of accessibility and the destination service quality than the other elements.

As a result, in order to be able to effectively to market tourist destinations, it is important to understand what motivates a tourist to travel and which destination characteristics are important for choosing a destination out of their place of residence. Therefore; this study contributed to the marketing plan of a destination to be designed to attract more foreign tourists.

Finally, this study suggests that there is a need of a co-operation between the municipalities, ministries, professional organizations, non-governmental organisations (NGO) and citizens who are involved in the management of the Bodrum destination in order to maintain and increase the service quality of Bodrum destination and to ensure that the destination remains a safe place.

6. Suggestions for future studies and tourism sector

The destination of Bodrum is well known for all-inclusive service product for the market. Only a few hotels provide bed&breakfast or room only service to the tourists. So this study was conducted with the all inclusive hotel tourists. The researchers believe that this study may contribute to the tourism businesses, a destination management, researchers and other participants in tourism to attract and redesign their product for tourism industry. Therefore, some suggestions are offered for researchers and tourism sector professionals:

a- Other destinations such as Antalya, central Anatolia, İstanbul etc. should be analyzed and cooperated. So, a national data should be gathered to provide an important information to promote tourism and Turkey.

b- All hotel service products such as all-inclusive hotels, bed&breakfast, rom only etc. should be researched by academicians. So, what types of products could be offered to tourists.

c- Tourism marketers and managers should find and read the academic research papers and try to implement possible suggestions during their management

The cooperation of academy, tourism sector and government is more important than ever and they should listen to each other more carefully (Ritchie & Jiang, 2019). Moreover, tourists' purchasing and consumption behaviour is changing day by day. Thus, the new researches related with pull and push factors should be studied to update the pull and push factors' information related to tourism.

Author contribution statements

Y. Günaydın, Ö. Özer and D. Ataman contributed equally to the design and implementation of the research, to the analysis of the results and to the writing of the manuscript.

Disclosure statement

"No potential competing interest was reported by the authors."

Ethics committee approval

The data were collected through the questionnaire in 2019. All responsibility belongs to the researchers. All parties were involved in the research of their own free will.

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Research article

A research of overcoming the barriers in tourism design by the perspective of tourists with disabilities and stakeholders in Antalya

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A research of overcoming the barriers in tourism design by the perspective of tourists with disabilities and stakeholders in Antalya

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Abstract

Individuals with disabilities, who represent a significant minority throughout the world, must be included in all areas of life. Tourism, which is one of these main areas, should include the needs and desires of individuals with disabilities. The aim of this study is to find out the difficulties' individuals with disabilities face in tourism and how to overcome them. A semi-structured interview technique was used for this purpose and the stakeholders serving in the tourism sector, members of the disability associations and tourists with disabilities were reached. As a result, it is found that tourists with disabilities mostly experience bad attitudes and behaviors from the tourism staff and face some difficulties during their transfer due to architectural barriers. In order to overcome these obstacles, tourism design should be given importance for all types of disabilities considering the individuals with disabilities when planning tourism activities.

Keywords: *Tourism, Individuals with disabilities, Accessibility, Barriers, Tourism design.*

1. Introduction

In modern societies, the removal of barriers to the participation of individuals with disabilities in the social life and ensuring their adaptation to all segments of life is an important indicator. When all the social structures are examined, the existence of individuals with disabilities cannot be ignored. As Burkhauser & Daly (1994) suggest Germans with disabilities on average earn only slightly less and enjoy the same household income as those without disabilities; while Americans with disabilities earn substantially less and face an income gap of more than 25% compared to those without disabilities. Access to all kinds of services that individuals with disabilities need to maintain their vital activities are not only an improvement made for them, but also a factor increasing the quality of life for everyone. The individuals with disabilities represent a significant minority across the globe and constitute a growing niche market group. In order to get more shares from the world tourism market, the tourism sector has to provide easy access to tourism activities for individuals with disabilities within the concept of accessible tourism. When the expectations of tourists with disabilities and their companions are understood correctly, necessary arrangements can be made easily for their access to tourism sector.

It is estimated that around 1 billion individuals with disabilities are in the world and more than 2 billion people, representing about 1/3 of the world's population, are directly affected by disability, considering their spouses, children and caregivers (UN-Disability Department of Economic and Social Affairs, 2018). In general, when the number of individuals with disabilities in the whole world is examined there are approximately 53 million people in the United States, 4 million in Spain, 11 million in Pakistan, 9 million in Turkey, 7 million in Japan, 54 million in India, 66 million in China, 14 million in Germany and 9 million people in France (Darcy & Dickson, 2009). While these data represent a huge potential market for travel and tourism, tourists with disabilities still cannot benefit largely from tourism services due to discriminatory policies along with inaccessible travel and tourism facilities and services.

Accessible tourism enables all people to participate in tourism and to meet with tourism experiences. Individuals with or without a disability need access to tourism activities. For example, older and less mobile people or pregnant need access, as well. This situation can become a big obstacle during the travels. For this reason, accessible tourism is in a continuous effort to ensure that tourists have access to all

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tourist products and services, regardless of their physical limitations, barriers or ages. Accessible tourism includes publicly available and privately-owned tourist sites, facilities and services. Accessible tourism involves a collaborative process between end-users, including all stakeholders, governments, international agencies, tour operators and individuals with disabilities and their organizations (NGOs). A successful tourism product requires effective partnerships and cooperation in many sectors at regional, national and international levels. From idea to practice, access to information needed to visit one destination includes several factors such as various types of long-distance travel, local transport, accommodation, shopping and dining. Thus, the effect of accessible tourism goes beyond the tourist beneficiaries and increases accessibility of the social and economic values of the society (Coleman, 2006; Miller, 2004; Wakiya, 2011).

The United Nations Convention on the Rights of Persons with Disabilities (CRPD) was adopted by the General Assembly of the United Nations (UN) in December 2006. In Article 9 of the CRPD; with regard to Accessibility, it is called upon to take appropriate measures to ensure that individuals with disabilities have equal access to the physical environments as other healthy individuals. This situation is considered within the scope of information given, transportation and other facilities and services. It also requires the elimination of barriers to accessibility, including all transport and facilities. Furthermore, in Article 30 of the CRPD; The States Parties to the Convention are called upon to ensure the participation of individuals with disabilities in cultural life, recreation activities, entertainment, sporting activities and all tourism activities.

The participation of Presidents of various States was ensured at the UN Disability and Senior Development History Meeting held in 2013 and issues related to the disability and development were discussed at the meeting. With this meeting, mainstream was increased for disability in the global development agenda and call for action was announced. In addition, UN Secretary General Ban Ki-moon invited the international community to make all cities accessible in his message on World Habitat Day in 2013. Thus, the disability organizations no longer focus on the individual's impairment or disability, but on society's obligations to remove physical and social barriers (Gilad & Rimmerman, 2014).

There are many access barriers that individuals with disabilities face during their travels and tourism activities. For individuals with disabilities, traveling is often difficult, costly and time consuming to find information about accessible services, check the baggage of an airplane or book an accommodation. In this context the types of obstacles the individuals with disabilities face during their tourism activities are summarized in the following items (UN-Disability Department of Economic and Social Affairs, 2018):

- The presence of untrained staff who can inform and advice on accessibility issues,

- Inaccessible booking services and lack of relevant web-sites,
- Lack of accessible airports and transfer services;
- Access barriers to adapted and accessible hotel rooms, restaurants, shops, public places, etc.
- The presence of inaccessible streets and transportation services,
- Unattainable information on accessible facilities, services and tourism destinations.

When looking at the barrier's tourists with disabilities face, it is understood that one of the main problems comes from not working with specialist personnel who have adequate information on disability tourism. Other barriers faced occurs when booking, in accessing to airports and in providing transfers, as well as in local transportation services in the destinations they visit such as the hotels, shops, restaurants, etc. Basically, the regulatory measures that can be addressed in three categories, will allow individuals with disabilities access to tourism. These categories include the provision of assistive materials (wheelchairs, etc.) to enable individuals with disabilities to use their skills at the highest level; environmental and structural improvers (elevators, ramps, etc.) and changes in the attitudes and behaviors of local people and tourism workers towards individuals with disabilities (Figueiredo et al., 2012; Wakiya, 2011).

In line with the fact that providing the right information to tourists with disabilities and understanding the needs of them through the arrangements done in tourism establishments may lead to an increase in the number of visitors. Furthermore, increasing the accessibility of tourism services will increase the quality of services offered and the benefit of all tourists. In addition, these positive developments will serve as a basis for increasing the quality of life in local communities. The European Commission (EC) is committed to increasing the accessibility of tourism through a series of actions. Accessible tourism makes it easier for everyone to enjoy the experiences of tourism. Making tourism more accessible is not just a social responsibility; it also has a compelling force to improve accessibility as it can increase the competitiveness of tourism. The European Union (EU) supports co-financing projects related to the design, implementation and marketing of accessible tourism routes. The main purpose of these projects is to increase the existing travel opportunities for individuals with special access needs, to encourage socialization of individuals with disabilities and also to improve the skills of staff in the sector (EC, Accessible Tourism, 2018).

Individuals with disabilities usually travel with their companions, it can be said that the potential figure traveling in Europe is 130 million people and their approximate tourism expenditure is more than 80 billion Euros. In all hospitality facilities having the tourism operation license given by the Ministry of Culture and Tourism in Turkey, there are a

total of 1176 rooms for the individuals with disabilities in Turkey (www.tursab.org.tr). However, the studies show that Turkey doesn't fully comply with the standards in terms of the accessibility of tourism for individuals with disabilities due to the overall structure of facilities and unsuitable rooms for them and the service staff (Bulgan, 2014). If Turkey makes the necessary arrangements for disability tourism, a significant increase in tourism revenues can be achieved by benefiting from individuals with disabilities, who usually travel in low season and has an extending effect on the tourism season. The problems identified by Turkey Travel Agencies Association (TURSAB) Accessible Tourism Committee are as follows (www.tursab.org.tr):

- The lack of adequate vehicles for the public transport of the individuals with disabilities,

- Improper design of touristic attractions, the museums and the ruins for individuals with disabilities (lack of toilets and lack of proper ramps for individuals with disabilities, etc.),

- The lack of free parking facilities and appropriate signs for the individuals with disabilities,

- Difficulties due to the lack of spatial arrangements which facilitate the procedures at border gates for the guests arriving in Turkey with their own car,

- Lack of equipment to enable individuals with disabilities to benefit from the services in public buildings such as hospitals, health centers, police stations, etc. (when planning, it should be considered that there are physically, auditory, visually and mentally individuals with disabilities),

- The absence of private authorities where the individuals with disabilities can apply,

- According to the Regulation on Certification and Qualifications of Tourism Facilities, only the hotels and holiday villages with a capacity of 80 rooms and more are required to have rooms for individuals with disabilities at the number of 1% of the total room capacity. But the enterprises keep this at a minimum level. Thus, the number of rooms for individuals with disabilities even in accommodation centers with 300 rooms is not more than 3,

- Some of the rooms which already exist are not at the standard to meet the needs of them,

- Although arrangements for the use of physically individuals with disabilities at the entrance of the facilities, public toilets, eating-drinking units, break points, theme parks and entertainment centers have been specified to be made in the mentioned regulation, these articles have never been fulfilled in tourism enterprises or no adequate arrangements has been made.

The above findings indicate that Turkey has not yet addressed the disability tourism market. Scarcity of studies related to disability tourism and the lack of legislation and implementation also has a negative effect on the developments

in disability tourism in Turkey as well as in the world. By making the necessary arrangements immediately, Turkish tourism will be able to get into this important niche market.

Within this study, the difficulties that tourists with disabilities encounter and whether they are included in tourism design have been examined through interviews conducted in Antalya, the city with the most bed capacity for tourists with disabilities in Turkey. In all accommodation establishments providing accommodation for individuals with disabilities in Turkey, there are only 1176 rooms in total which more than half of them are located in Antalya, a city in the south coast of Turkey. Antalya, being the 1st city in Turkey and the 3rd in the world that hosts foreign tourists, has more 5-star hotels than Spain as a whole, which has around 400 hotels only. The statistics show that Antalya has hosted more than 13 million tourists in 2018. Therefore, this study is carried out in Antalya. With the interviews carried out in this study the employees at state institutions, local administrations, tourist information offices, tourist attraction centers, transportation enterprises, tourism enterprises, non-profit organizations, disability communities, the members of the disability associations and tourists with disabilities were reached. As a result, the tourists with disabilities are mostly not included in tourism activities due to the fact that they are seen in minority, the tourism personnel are in lack of training and knowledge about the tourists with disabilities and the existing physical difficulties depending on the nature of tourism activities. Thus, there is a need for employees with knowledge about tourists with disabilities as well as improvements in the architectural structures, especially in transportation to facilitate the access to tourism activities for tourists with disabilities.

2.Literature Review

Murray & Sproats (1990) argue that individuals with disabilities would like to participate in tourism, but the existing barriers must first be removed. When the studies on disability tourism in the world are examined Oxley & Richards (1995) have found that travel expenses of individuals with disabilities are not more than healthy individuals. Darcy & Daruwalla (1999), determined that the obstacles to the satisfaction of the tourism experiences are economic, physical and attitudinal. In another study Foggin (2000) has determined that individuals with disabilities are not satisfied with the services provided by tourism service providers. Burnett & Bender (2001) revealed that the type of disability of individuals also directly affect the travel decisions. In Parker (2001)'s study on the change of attitude towards individuals with disabilities in Asia, it is mentioned that according to World Tourism Organization data of 1997, individuals with disabilities living in each country are 12-15% potential tourists and this ratio will increase by 2 times in 2020. In a study conducted by Israeli (2002), it is stated that individuals with disabilities constitute an important market segment but they have not yet served well in the tourism sector. In their study,

Miller & Kirk (2002) have attempted to explore to what extent the tourism industry in the UK was affected by the Disability Discrimination Act and increased the performance in the tourism sector according to the Act. They have found that the services provided for the individuals with disabilities should be improved in the tourism sector. Takeda & Card (2002) investigated the challenges people who have difficulty walking face in the services and package tours provided by U.S. tour operators and travel agencies and it was determined that the Americans with Disabilities Act (ADA) was not fulfilled. In Snyman (2002)'s study, it was seen that individuals with disabilities have access barriers to tourism. Amanda (2003)'s research found that ADA, which has sanctions promoting the participation of individuals with disabilities in tourism activities is disregarded. However, according to the findings of Sielschott (2003), it was determined that the hotel enterprises located in the USA and participated in the study were compatible with ADA with a rate of 61%. The study on the individuals with physical disabilities living in China conducted by Bi (2007), found that individuals with physical disabilities had to struggle with the barriers of access in tourism.

Breedt (2007), in his study, has attempted to examine the problems faced by tourists with disabilities in hotel businesses and has concluded that arrangements should be made in the reception, bathrooms, pools and bars. In Rummel (2008)'s doctoral thesis, it was aimed to determine the opinions and thoughts of the managers about the travels of the individuals with physical disabilities, to investigate whether they had enough information on their travels, to determine whether the travel planners used different sources of information for the individuals with disabilities in the context of planning. However, positive results could not be obtained. Darcy & Taylor (2009)'s study showed that the majority of the problems experienced by individuals with disabilities in hotels were access barriers and communication barriers. Schitko (2009) has attempted to examine whether the attitudes of students who have received tourism education towards tourists with disabilities will change with the trainings to be given and it was found that the students who are employees of the future adopt positive attitudes as a result of the trainings given. According to Holden (2010)'s study it is found that the travel and tourism experiences of the tourists with disabilities and their companions consist of quite different components. According to these components, it is determined that planning of travels, preparing travel, problem of accessibility, expectations and physical needs of family member with disabilities should be taken into consideration. In their study, Poria et al. (2010) investigated the flight experiences of individuals with disabilities and argued that the flight crew's attitude and behavior towards them should be improved by training.

In a study, Freeman & Selmi (2010) compared the situation of the hospitality industry by directing the same questions to the domestic and foreign tourists with disabilities in

France and Canada. They found that in both countries' policies it was insufficient to take improving measures for tourists with disabilities in the tourism sector. It was concluded that tourists with disabilities could not satisfy their accommodation needs without difficulty and even this group represented a market segment which was excluded. Zbikowski et al (2011) listed the factors that hinder and restrain the participation of individuals with disabilities in tourism as participation fees, transportation difficulties, fears, obstacles, lack of information, lack of support from the family, lack of offers from institutions, lack of organization and lack of interest in activities. Among these, while the participation fees were found to be the most important obstacle, communication difficulties were listed as second important factor.

The result of the research carried out by Paga'n (2012) shows that individuals with disabilities who have limited daily activities devote less time to tourism activities compared to other healthy individuals and this rate is found to be less in men with disabilities. Mihaela (2012) investigated the factors that hampered the development of disability tourism in Romania and found that official and unofficial institutions did not work effectively for the problems of tourists with disabilities and that transportation was found to be the most important problem. According to Bratucu et al. (2016)'s study, showing in which places and situations individuals with disabilities experience, it's seen that most of the problems occur with the frequency of 27% in touristic trips, 17% in transportation, 16% in the lack of infrastructure and 15% in accommodation.

When studies on disability tourism in Turkey are examined it is seen that the hotel enterprises don't take into consideration the types of disability when designing the guest rooms. One of the main reasons for this is the lack of articles in the laws and regulations regarding the enterprises to design the guest rooms (Yörük, 2003). According to the results of Atak (2008), it is found out that hotel managers are not very knowledgeable about the disability tourism market, that they are quite new and unprepared for this target group but they are very eager to turn towards this market. Similar results were found by Yaylı & Öztürk (2006) and Eryılmaz (2010) also. In a study done by Mülâyim & Özşahin (2010), the problems experienced by tourists with physical disabilities in hospitality industry and suggested solutions have been examined. They have found that disability tourism in Turkey is unable to improve due to having serious issues and that the legislative regulations have also been found to be insufficient at this point.

Although there are studies in Turkey concerning the participation of tourists with disabilities in tourism activities, the convenience of the existing hospitality facilities for individuals with disabilities, the examination of 'disability' factor in the design of tourism structures, the evaluation of infrastructural possibilities in hospitality facilities for improving disability tourism, the investigation of the perspectives of the hospitality enterprise managers to the physical disability market (Arıcı, 2010; Artar & Karabacakoğlu, 2003;

Atak, 2008; Yörük, 2003), there has been no research examining the satisfaction of tourists with disabilities from hospitality facilities until 2012. Şahin (2012)'s thesis contributed to the literature by trying to determine the satisfaction level of the tourists with orthopedic and visually disabilities from accommodation facilities. According to his study, in order to increase the satisfaction level of the tourists with disabilities from hospitality facilities, it has been suggested that the staff in hospitality enterprises should be trained to help with the difficulties that the tourists with disabilities may encounter and to provide information about the services offered. According to the results of Tütüncü & Aydın (2013)'s study, it has been revealed that around 15% of the societies in the world are composed of individuals with disabilities and there is already a potential market for them. For this reason, it is emphasized that the structure of the touristic product differs from other industrial products and that the necessary measures should be taken to enable the tourists with disabilities to spend their holidays without any difficulties.

In a study conducted by Bulgan (2015), it was concluded that individuals with disabilities usually participate in tourism activities in the low season and this situation could have an impact on extending Turkey's tourist season. This study also revealed that the arrangements made in tourism enterprises were insufficient. In a study done by Yıldız et al. (2017) to examine the disability tourism in Turkey and around the world, it was cleared that there was a need to make substantial regulations for disability tourism, which was not counted among the existing types of tourism in Turkey but an important economic activity in the world.

When the results of studies on the disability tourism in the world and Turkey are examined, it is understood that about 95% of these studies emphasize the existence of access barriers to tourism activities for individuals with disabilities. The completion of legal, structural and environmental regulations, which will ease the lives of the individuals with disabilities and increase the participation level of them in tourism activities, will create an increasing effect on the living standards of all individuals and not only for the individuals with disabilities.

3. Methodology

Semi-structured interview technique, which is one of the qualitative research methods, where the researcher uses the questions that are already prepared and can also add additional questions according to the participant's responses, was applied in the study. The strength of this technique is that it allows the researcher to get the best answers in limited time (Dakto, 2015). Darcy (1998) underlines that the qualitative information collected also highlights a range of positive and negative comments about the "attitudes" of individuals in the tourism industry. According to him with surveys it is considered that many positive examples of the tourism industry's attitude towards individuals with disabilities would have gone unreported. Thus, a qualitative research method was decided to be the right method to uncover the attitudes

of the tourism stakeholders and the tourists with disabilities themselves towards disability tourism.

The universe of the research is composed of members of disability associations and employees at state institutions, local administrations, tourist information offices, tourist attraction centers, transportation enterprises, tourism enterprises, non-profit organizations, disability communities and tourists with disabilities in Antalya. The sample of the study was determined by purposive sampling technique. Purposeful sampling is a method used in case of a choice in terms of individuals, events, objects or situations in the study (Patton, 2002). In this context; 6 disability association executives, 14 tourism management employees, 7 transportation enterprises employees, 6 public employees, 15 disability association members and 8 tourists with disabilities were included in the study. The managers of 6 out of 8 disabled associations were included as well. These are Solidarity Association for the Physically Disabled, Association of Hearing Impaired in Antalya, the Antalya Branch of Turkey Disabled Association, Association of the Rights of Patients and Disabled People and Their Relatives, Antalya Disabled Art House and Beyaz Baston Association for the Visually Impaired.

The members of these associations were also included in this study. 3 participants from Solidarity Association for the Physically Disabled, 2 from Association of Hearing Impaired in Antalya, 3 from Antalya Disabled Art House, 2 from Antalya Branch of Turkey Disabled Association, 2 from Beyaz Baston Association for the Visually Impaired and 3 from Association of the Rights of Patients and Disabled People and Their Relatives were included. The total numbers of tourism enterprises in Antalya is 1859. But the hotels and the restaurants are the ones that serve to the individuals with disabilities directly. Along this study we have reached 6 restaurants and 8 hotels and stopped the sample when we started getting the same answers. There are 6 airline, 128 highway, 10 maritime businesses and none railway companies in Antalya. Within this study the sample consists of 7 individuals (3 airline, 2 maritime and 2 highway) that work in the transportation companies, 6 participants that work in the Governor of Antalya, Provincial Directorate of Culture, Tourist Information Offices and 8 tourists with disabilities.

The interviews were conducted face to face between November 1st 2018 and July 15th 2019 with 56 participants and descriptive systematic analysis technique was applied. Then, creating a framework, processing the data in accordance with the thematic framework, identifying and interpreting the findings were followed respectively (Newcomer, et al., 2015). In addition, by using frequency analysis and evaluative analysis technique, data were interpreted and tabulated.

4. Results

A total of 5 questions were asked to the participants in the study and the findings obtained from these questions were tabulated by descriptive systematic analysis, frequency analysis and evaluative analysis. 6 disability association

managers, 14 tourism management employees, 7 transportation management employees, 6 public employees, 15 disability association members and 8 tourists with disabilities participated in the study. The participants were asked whether they included the tourists with disabilities into the tourism activities or not. The answers to this question are shown in detail in Table 1. According to the results seen in Table 1, 28.6 % of the participants stated that they included tourists with disabilities; whereas 44.6% of them stated that they didn't include them in tourism activities. This result is important in terms of showing that the tourists with disabilities are not taken into consideration by tourism institutions when planning tourism activities. The reasons why the tourists with disabilities aren't included in the tourism activities are shown in Table 2.

According to the data obtained, transfer problems, with a rate of 26.8%, is one of the main reasons why tourists with disabilities aren't being included in tourism activities. It was determined that considering tourists with disabilities as minority and incomplete, with a rate of 25%, was the 2nd reason of exclusion. The 3rd reason of exclusion was found to be the inconvenience of physical conditions, with a rate of 21.4%. Table 2 shows that tourists with disabilities are mostly not included in tourism facilities because of transfer problems, physical difficulties due to the nature of tourism activities, the fact that tourists with disabilities are considered as minority and incomplete and also due to the lack of knowledge and training of tourism staff. Only 8 of the participants stated that they included tourists with disabilities because of motivation and awareness. The participants were asked what kind of challenges the tourists with disabilities face in tourism design. The answers were analyzed and the results are shown in Table 3.

Table 3 shows that 37.5% of the participants stated that the structures of tourism enterprises were not convenient for tourists with disabilities and they emphasized that a standard suitable for those who have no disabilities was taken into

consideration in planning the architectural structure. When the problems faced by tourists with disabilities in tourism sector were examined, it was found out that 17 of the participants stated that the physical incompatibility of the transfer vehicles was a major problem for tourists with disabilities with a rate of 30.3%. The rate of the participants who stated that prejudice against tourists with disabilities, exclusion and lack of knowledge about tourists with disabilities is another problem, was determined as 12.5%. Communication problems, which are commonly faced by hearing impaired individuals, are emphasized by the participants with a rate of 9%. Contrary to these problems, the findings obtained in response to the answers of some tourists with disabilities who participated in the study show that there is no difficulty encountered by individuals with disabilities with a rate of 10.7%. These findings underline the fact that the tourists with disabilities mostly have to deal with the difficulties arising from the architectural structures and the transfer problems.

The answers to the causes of obstacles for tourists with disabilities to access to tourism activities are seen in Table 4. According to Table 4, 34% of the participants stated that the transportation vehicles used are inappropriate and restricted and that individuals with disabilities have obstacles to access due to the fact that tourists with disabilities are not recognized by others and due to the lack of training intended for individuals with disabilities. 16% of the participants in the study stated that the state policies carried out in the scope of tourists with disabilities were inadequate and that the lack of necessary and adequate supervision of the implementations was one of the obstacles to access. On the contrary, it was found that there were 9 participants who stated that there were no obstacles in terms of access to tourism activities. These results show that the tourists with disabilities have barriers to access to tourism activities and the problems they face most often arise from the prejudices of transportation enterprises and other healthy individuals.

Table 1. Inclusion of tourists with disabilities in tourism activities by tourism institutions and organizations

Inclusion of tourists with disabilities in tourism activities	Explanation	Frequency	%
Excluded	Individuals with disabilities are not included in tourism activities.	25	44.6
Included	Individuals with disabilities are included in tourism activities.	16	28.6
Partly included	Individuals with disabilities are partly included in tourism activities.	15	27.8

Table 2. Reasons of inclusion and exclusion of tourists with disabilities in tourism activities

Reasons of inclusion/exclusion of tourists with disabilities in tourism activities	Explanation	Frequency	%
Not included due to transfer problems.	Exclusion due to transportation difficulties.	15	26.8
Considered as minority and incomplete.	Exclusion because of the opinion of not seeing them as part of the market and considering them as incomplete.	14	25
Not included due to physical conditions.	Not being included in tourism activities due to inconvenient physical conditions in enterprises.	12	21.4
Inclusion for motivation and awareness.	Inclusion of individuals with disabilities in tourism activities to raise awareness and to provide the individuals with disabilities for self-confidence and motivation.	8	14.3
Exclusion due to lack of training and knowledge.	Problems arising from not recognizing individuals with disabilities and not taking necessary training.	7	12.5

Table 3. Challenges faced by tourists with disabilities in tourism design

Challenges faced by tourists with disabilities in tourism design	Explanation	Frequency	%
Physical incompatibility of the enterprise and standards for those who have no disabilities.	Architectural structures not suitable for individuals with disabilities, standardization for those who have no disabilities.	21	37.5
Physical incompatibility of transfer vehicles.	Inconvenience of transportation vehicles for individuals with disabilities, physical incompatibility.	17	30.3
Exclusion and lack of information and/or prejudice.	Prejudice against individuals with disabilities and insufficient knowledge about them.	7	12.5
Not encountering any obstacles.	Not encountering any difficulties.	6	10.7
Communication problems.	Not hiring an interpreter for hearing impaired individuals and communication difficulties	5	9

Table 4. Causes of obstacles for tourists with disabilities to access to tourism activities

Obstacles to access to tourism activities	Explanation	Frequency	%
Restriction of transportation vehicles for individuals with disabilities.	Lack of measures and implementations for individuals with disabilities and lack of necessary physical design in intercity trips.	19	34
Not recognizing individuals with disabilities and the lack of training.	Not recognizing the individuals with disabilities and approaching to them with prejudice.	19	34
Inadequate state policies and insufficient control.	Implementations and designs made for individuals with disabilities in enterprises are not adequately supervised, implementations are made to be made, not receiving the opinion of individuals with disabilities in the projects and implementations.	9	16
No obstacles to access.	Not encountering any obstacles to access to activities.	9	16

Table 5. Overcoming the obstacles for tourists with disabilities in accessible tourism design

Overcoming the obstacles	Explanation	Frequency	%
Providing necessary training about tourists with disabilities.	To provide necessary training about individuals with disabilities, the necessity of fully understanding them and perceiving what they want.	18	32.1
Institutions and individuals being sensitive to tourists with disabilities.	The necessity of individuals, businesses and institutions to be more understanding and more sensitive to tourists with disabilities.	15	26.8
Activities for individuals with disabilities and providing appropriate physical requirements.	The necessity of organizing special events for tourists with disabilities and providing physically appropriate environments for them.	12	21.4
No difficulty to be overcome.	Not having a difficulty to be overcome.	6	10.7
Obtaining the opinion of tourists with disabilities.	The necessity of taking the opinion of tourists with disabilities with priority in any tourism design or implementation.	5	9

The participants were asked what could be done to overcome these obstacles for accessible tourism design. The results are shown in Table 5. As seen in Table 5, participants stated that required training should be given to the tourism staff as the most important factor with a rate of 32.1%. Also, the participants emphasized that the institutions and the individuals should be sensitive to tourists with disabilities with a rate of 26.8%. It was found that 21.4% of the participants underlined the importance of organizing special events for tourists with disabilities and providing physical, technological and architectural requirements for them. In addition, it was found out that 9% of the participants stated that the opinions of the tourists with disabilities in the implementations made and planned for the tourists with disabilities should be taken into consideration with priority. In contrast to all these obstacles, the rate of participants who stated that there were no obstacles in the tourism sector for tourists with disabilities was found to be 10.7%. It is understood from Table 5 that the participants emphasize that the tourism staff must be trained and tourism workers, tourists and local people must adopt a more sensitive approach towards tourists with disabilities.

5. Discussion

When the literature on the tourists with disabilities is examined, it is seen that tourists with disabilities should be included in tourism within the concept of accessible tourism (Darcy & Taylor 2009; Mihaela, 2012; Tütüncü & Aydın, 2013). Similar results were obtained in this study as well. According to the results it was found that the planning was done mostly without considering the individuals with disabilities. Within the scope of the surveys, it's seen that most individuals with disabilities are having difficulties with transfer from airports to hotels and vice versa (Bratucu et al., 2016; Foggin, 2000; Poria et al., 2010). This result coincides with the results of this study. According to the results the tourists with disabilities aren't included in the tourism facilities because of some reasons such as transfer problems, which is the main reason; lack of knowledge and training of tourism staff, physical difficulties due to the nature of tourism activities and due to the fact that tourists with disabilities are considered as minority and incomplete. It is a fact that tourists with disabilities will be more involved in tourism activities if barriers about transfer are overcome.

The results of this study show that individuals with disabilities face the obstacles arising from the architectural structure of tourism enterprises and it is determined that there are other researches that emphasize the same problem (Bi, 2006; Daruwalla & Darcy, 2005; Wakiya, 2011). This study also examines the reasons of obstacles in access to the tourism facilities and the accessibility of barriers in the tourism design. According to the results the main barriers to the access of tourism facilities are the transfer of the tourists with disabilities and the prejudice attitudes of the personnel towards them.

The solution to these barriers is to educate the tourism personnel on communication and attitudes toward the individuals with disabilities in order for them to behave more responsible and helpful to the tourists with disabilities. Also, all the shareholders (the public, the businesses, non-governmental organizations, etc.) in the tourism sector should be persuaded to behave more sensitive to the tourists with disabilities. It will be easier to overcome this obstacle if individuals with disabilities are taken into consideration while planning the construction of tourism businesses. However, nowadays, all tourism businesses are made to the standards that only healthy individuals can benefit from. Wakiya (2011) contributed to the theory by the introduction of the concepts of design and inclusive design to tourism, leading to the development of the idea of inclusive design of tourism, which can address the issue of exclusion of individuals with disabilities from different areas of tourism and promote inclusionary practices in tourism.

Another important issue, which was obtained as a result of this study and supported by other researches, is that the tourism personnel who are serving to the tourists with disabilities do not have sufficient knowledge and have not received any training intended for tourists with disabilities (Atak, 2008; Eryılmaz, 2010; Poria et al., 2010; Zbikowski et al., 2011). As a matter of fact, the answers to 4 questions out of 5 show that the participants face a communication problem due to lack of education and knowledge. Thus, it is thought that increasing the knowledge of tourism personnel intended for tourists with disabilities will have a positive impact on the satisfaction of the tourism goods and services they receive. For this reason, services that are currently based on the structure of tourism and complex even for healthy individuals should be designed considering tourists with disabilities and training needs of service personnel should be taken into consideration.

But as Wakiya (2011) suggests one of the most significant reasons for the noninvolvement is the confidence of tourism businesses in their products, services or facilities when catering for individuals with disabilities. Since tourism businesses are confident with the external sources they use or their experience of working with individuals with disabilities, they feel that they do not need to involve individuals with disabilities any more in the design of tourism to meet their needs. However, as Shaw (2007) points out this

confidence in terms of their disability provision does not necessarily reflect their awareness and understanding of disability, and what they offer might not meet the needs of individuals with disabilities. As a consequence, the assumption made by the tourism businesses can deny individuals with disabilities' access to the design of tourism. This is to say, there is a possibility that tourism businesses unintentionally exclude individuals with disabilities from the design of tourism. The other identified reasons found for the non-involvement of individuals with disabilities were lack of resources, organizational and job constraints and the belief that it is enough to involve individuals with disabilities only in one stage (Wakiya, 2011).

6. Conclusion

Within the interviews carried out, the employees at state institutions, local administrations, tourist information offices, tourist attraction centers, transportation enterprises, tourism enterprises, non-profit organizations, disability communities, the members of the disability associations and tourists with disabilities were reached. As a result of this study; it is determined that tourists with disabilities are not taken into consideration in most cases by tourism institutions while planning tourism activities, mainly because of the reason that they're seen as minority and the existence of physical difficulties due to the nature of tourism activities. The study also shows that tourists with disabilities have problems resulted from mostly on transportation and the lack of knowledge and empathy of the personnel who deal with them. Another result of the study shows that the most common problem the tourists with disabilities have to cope arises from the difficulties faced because of the architectural structures of the tourism enterprises and the prejudices of transportation enterprises and other healthy individuals. In addition, the participants stated that tourism staff should be trained especially for tourists with disabilities so that they would be more understanding and helpful. The participants also claimed that in order to get more participation in tourism activities of tourists with disabilities, the tourism workers, tourists and local people should be more sensitive and empathetic towards tourists with disabilities. Governments can and does, provide direction and coordination through existing mechanisms. Thus, a coordinated approach by Government and the tourism industry should be planned for tourism access for individuals with disabilities.

As a summary, it is understood that individuals with disabilities are not included in tourism activities and they have problems with transfer, architectural access, tourism staff who have not received disability education. In addition to all these problems, it is understood that they are negatively affected by prejudiced attitudes and behaviors towards tourists with disabilities. For further studies that will analyze this problem, it is advised to do the similar studies with more participants from various cities/countries. Afterwards reports could be written to highlighting the opportunities for

specific tourism industry sectors (accommodation, attractions, transport, hospitality etc.) to provide or improve services to individuals with disabilities.

Tourism Accessibility Forums for discussing issues could be held in different countries. It is crucial to show the tourism businesses the market potential and the benefit of tourists with disabilities in order to involve them more in the design of tourism. The tourism businesses and organizations should actively try to involve tourists with disabilities, starting with the creation of services specifically targeting the individuals with disabilities. In other words, to give individuals with disabilities the confidence to participate in the design of tourism, tourism businesses need to start by offering specific services or consultations particularly targeting individuals with disabilities. It can be argued that until they overcome their fear and gain confidence to participate in it, individuals with disabilities will not actively participate in the design of tourism.

Author contribution statements

G. Bulgan and A. Oksay contributed equally to the design and implementation of the research, to the analysis of the results and to the writing of the manuscript.

Disclosure statement

No potential competing interest was reported by the authors.

Ethics committee approval

Data were collected between November 1st 2018 and July 15th 2019 All responsibility belongs to the researchers. All parties were involved in the research of their own free will.

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Research article

Job satisfaction and employees' turnover in hotel industry: Evidence from Lagos state Nigeria

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Job satisfaction and employees' turnover in hotel industry: Evidence from Lagos state Nigeria

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Abstract

Studies that examined the link between facets of job satisfaction and employees' turnover in respect of hotels in Lagos state are limited in literature. This study therefore aims to determine the correlation between five dimensions of job satisfaction and employees' turnover in respect of hotels in Lagos state. The study adopted a survey design. Through on-site data collection, data were collected from 332 employees of 60 hotels in Ikeja, Lagos state. Partial Least Squares were adopted for the analysis and the result show that four of the five tested hypotheses were supported. The result further show that all the five dimensions of job satisfaction considered in this study put together have the tendency of influencing 43.2% of changes in employees' turnover in hotels in Lagos State. By clarifying the connection between the facets of job satisfaction and employees' turnover in Lagos State, this study offers an insight for effective management of employees' turnover in hotel industry in an emerging economy. Hence, hotel owners and managers in Lagos State can minimize employees' turnover by enforcing strategies and practices gear towards limiting job stress, enhancing promotion opportunity, supervisor's support, and friendly workplace environment. To the best of the authors' knowledge, this study is the first to determine the connection between facets of job satisfaction and employees' turnover in respect of hotels in Lagos State using Smart PLS_SEM approach. The study argued that employees' retention in the hotel industry in Lagos State depends on the combination of management of job stress, enhanced promotion opportunity for staff, suitable supervisor's support, and provision of friendly workplace environment.

Keywords: Job satisfaction, Employees' turnover, Lagos state, Hotel industry, PLS_SEM.

1. Introduction

Employee turnover is a critical issue of concern to managers and stakeholders in the hotel industry (Mok and Luk, 1995; Faldetta et al., 2013; Narkhede, 2014). Reports has it that the phenomena have being excessively high worldwide hence, averaging 200% or 300% per annum (Demir et al., 2007; Narkhede, 2014). The overall employees' turnover rate in the hotel industry in U.S was 66.3% in 2014 (National Restaurant Association, 2015). The standard employees' turnover rate in Malaysia hotels was 66% per annum (Kalidass and Bahron, 2015). In İstanbul, hotels had a 21.9 % staff turnover rate in 2013 (Emiroğlu et al., 2015), and 27.6 % in Bangkok in 2014 (Chen, et al., 2014; Tongchaiprasit and Ariyabuddhiphongs, 2016). The overall labour turnover in the Australian hotels was 48.64% hence, reflects managerial staff turnover of 39.19% and operational staff turnover

of 50.74% (Akgunduz and Sanli, 2017). Aside the turnover rate, the cost of labour turnover in the hotel industry is expensive and disrupts business operations (Akgunduz and Sanli, 2017). The overall annual cost of replacing managerial employees was \$109,909 per hotel while the cost of replacing operational employees was \$9,591 per employee in Australia (Mohsin et al., 2013). Replacing a non-management employee in the hotel industry costs about 30% of the employees' annual salary, and the cost of replacing a manager averages 50% of the manager's annual salary (Mohsin et al., 2013).

It is pertinent to state that verifiable data on labour turnover rate and cost in Nigeria hotels had not been reported. However, symptoms of adverse effects of labour turnover such as offering of poor hospitality services to decline in ho-

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tel occupancy rates characterized hotel organisations in Lagos State. Recent available hotel performance statistics shows that hotel occupancy rates in Lagos State prior to emergence of Covid 19 pandemic is nose-diving (Jll, 2016, 2017 and 2018) hence, resulting in under-utilisation of the physical capacity of hotel facilities in Lagos state including, revenue loss. Other observable symptoms of adverse effects of employees' turnover in the hotel industry in Lagos State include; reduction in employee's morale, and negative and psychological consequences on employees among others.

It had been reported that many factors may be responsible for employees' turnover in organisations. Major among these factors is the extent of employees' job satisfaction (Hemdi and Nasurdin, 2004; Latif, et al., 2013; Tuteja and Sharma, 2017). A satisfied worker is a retained worker (Hemdi and Nasurdin, 2004; Latif, et al., 2013). A satisfied workforce is likely to be loyal to the organization (Pushpakumari, 2008; Singh and Jain, 2013). It is pertinent to state that previous studies that determined the correlation between facets of job satisfaction and employees' turnover were done in respect of medical institutions, logistic organisations, academic institutions, and telecommunication industry in Asia, and the West (Ali, 2013; Rubel and Kee 2015; Mendis, 2017; Sitah, 2017 and Ira, et al. 2018). The problem essentially that call for the current study is the limited empirical investigation that focused on the relationship between facets of job satisfaction and employees' turnover in respect of hotels in Nigeria and particularly in Lagos state. Therefore, the current study aims at determine the correlation between five dimensions of job satisfaction and employees' turnover in respect of hotels in Lagos state. The study is expected to offer insight to facets of job satisfaction that influences labour turnover in hotels in an emerging economy with focus on Lagos State.

2. Literature review

2.1. Theoretical underpinning: Affect theory

The current study is anchored on the affect theory. The theory was proposed by Edwin A. Lockes in 1976 and was originally used to explain job satisfaction models (Singh and Sinha, 2013). Affect theory had been variously applied in the domain of human behaviour in workplace thus, states that the extent employees value a given facet of job determines how satisfied/dissatisfied they becomes when expectations are/aren't met (Simatwa, 2011; Weiss, 2012). Smith (2009) opined that employees' turnover intentions are triggered by the difference between what is expected from the job and what is actually experienced. As it applied to the current study, affect theory opined that hotel employees in Ikeja Lagos state may exhibits intention to remain with their respective hotel organization if satisfied with the facets of their job, and otherwise (i.e., intention to leave) if dissatisfied. Facets of job satisfaction as reported in literature include but not limited to Job stress (Tsal, et al., 2010), Payment system (Alamdar, et al., 2011; Harmer, 2012; Latif, et

al., 2013), Promotion opportunities (Paarsch, and Bruce, 2000; Malik, et al, 2012), Supervisors support (Bhatti, et al, 2013; Gupta, et al, 2014; Kang, et al, 2014), and Workplace environment (Vischer, 2008; Chandrasekar, 2011; Farh and Seo, 2012).

2.2. The notion of job satisfaction

Job satisfaction explains job based or related attitude (Pushpakumari, 2008; Cranny, et al, 2014). Robbins (2005) also posits job satisfaction as a set of emotions that one feels about a job. Smith et al. (2007) sees job satisfaction as affective responses to facets of the job. Schermerhorn, et al. (2001) defined job satisfaction as the degree to which an individual feel positively or negatively about his or her job. Job satisfaction is an affective and emotional response to various facets of jobs (Kreitner and Kinicki 2004). It explains how people feel about their jobs or a general attitude towards work influenced by the perception of one's job (Singh and Jain, 2013). Such experience needs to be positive for employees' job satisfaction to be achieved. Based on Maslow's theory, job satisfaction has been approached by some researchers from the perspective of need fulfillment. According to Simatwa (2011), job satisfaction means a function which is positively related to the degree to which one's personal needs are fulfilled in the job situation. Cranny, et al. (2014) sees job satisfaction as employees' emotional state regarding the job, considering what they expected and what they actually got out of it. This implies that an employee with low expectations can be more satisfied with a certain job than someone who has high expectations. If one's expectations are met or exceeded by the job, then one is happy and satisfied with the job. The index in these definitions shows that the sense of achievement and success that employees feel with their daily work routine is being referred to as job satisfaction.

2.3. The concept of employees' turnover

It is pertinent to state that there is no stereotyped definition for the term employees' turnover. Various definitions had been offered by authors based on their understanding of the concept. Employees' turnover refers to departure of an employee from the organization (Bares, 2016; Li et al., 2019). It is further explained as employees' determination to quit and actually leaving an organization (Glissmeyer, 2012). Employees' turnover explains the rate at which employers loses staffs (Chikwe, 2009) hence, the movement of personnel across the membership boundary of an organization. Turnover intention can be defined as an attitudinal (thinking of abandoning), decisional (intention to leave), and behavioral (seeking for a new job) process (Khan et al. 2014). Turnover intention is defined as the conscious and deliberate willfulness to leave the organisation (Tett and Meyer 1993; Meral, et al., 2012). It explains the extent to which an employee plans to leave or stay with the organisation (Jacobs and Roodt 2011; Bothma and Roodt 2013). The index in the above entrant literature shows that the concept is seen as voluntary action on the part of the employees to

leave a firm at their own discretion hence, the meaning of the concept as used in the current study.

3. Empirical review and hypothesis development

3.1. Relationship between job stress and employees' turnover

Hans et al. (2014) opined that job stress is an important issue in an organization that affect employees' turnover. Stress can bring undesirable impacts on employees thus, creating organisational job dissatisfaction (Leather et al., 2003). People with a higher percentage of occupational stress may feel unhappy working in the organisation (Bhatti et al., 2011; Usman et al., 2011) hence, tend to leave. Sewwandi and Perere (2016) examined the impact of job stress on employees' turnover intentions among machine operators in reputed apparel firm in Sri Lanka. The outcome of the study shows that there is a positive and significance relationship between job stress and employees' turnover intention. Ji-Young and Wang (2019) studied the relationship between job stress and employees' turnover intentions in public companies of Korea. The result shows that job stress has a positive and significance relationship with turnover intention. Ali, (2013) explored the relationship between occupational stress and turnover intentions among hospital nurses in Isfahan, Iran. The study shows that occupational stress was positively associated with nurses' turnover intentions. Nasrin and Hojat, (2013) investigated the relationship between job stress and turnover intention in respect to employee in Iran. The result shows that job stress relates positively to employee turnover intention. The gap in these empirical literatures shows that various studies had examined the impact of job stress on employees' turnover intentions in apparel firms in Sri Lanka, public companies in Korea, employee in Iran, and hospital nurses in Isfahan, Iran among others. This implies that limited study had being reported in this domain in the context of hotel industry in Nigeria and more so in Lagos State. In view of this, we assume the following hypotheses:

H₁: There is positive and significant relationship between job stress and employees' turnover in hotel industry in Ikeja Lagos State.

3.2. Relationship between payment system and employees' turnover

Dessler (2011) refer to payment system as the financial reward given to employees for the services rendered to the organisation while on their employment. Payment satisfaction is of primary concern to both employers and employees (Singh and Loncar, 2010; Chepkwony and Oloko, 2014). Payment dissatisfaction or satisfaction has important and undesirable impacts on numerous employee outcomes (Heneman and Judge 2000). Chepchumba and Kimutai (2017) examined the relationship between payment system and employees' turnover in 7 Safaricom dealers operating business in Eldoret Municipality, Kenya. The findings of the study show that payment system is not significantly related to em-

ployee turnover. Mendis (2017) examined the impact of payment system on employee turnover in logistic industry of Sri Lanka. The outcome of the study showed that payment system is a powerful predictor of labour turnover in logistics industry of Sri Lanka. Akhtar et al. (2016) explored the association between payment system and turnover intention in respect to faculty members at business school of Pakistan. The researchers reported that payment system does not correlates with turnover intension. The gaps in these empirical literatures shows that various studies had examined the relationship between payment system and employees' turnover intention in respect of companies in Kenya, Sri Lanka, and Pakistan among others. However, none of these studies were conducted in respect to hotel industry and more so in Lagos State Nigeria. The fact that hotel industry in Nigeria and more so in Ikeja Lagos State are characterized with relatively low pay when compare to other industries makes it worthwhile to explore the correlation between payment system and employees' turnover intention in respect of hotels in Ikeja Lagos State. Therefore, we assume the following hypotheses:

H₂: There is positive and significant relationship between payment system and employees' turnover in hotel industry in Lagos State.

3.3. Relationship between promotion opportunity and employees' turnover

Shields and Ward (2001) opined that employees who are dissatisfied with the opportunity available for promotion show a greater intention to leave the organization. Promotion in this context is about employee shifting to a higher significance position and higher compensation (Edward, 2000; Bohlander, 2004). It also refers to advancement of an employee to a higher post carrying greater responsibilities, higher status and better salary (Danish and Usman, 2010; Dessler, 2008). Emelda et al. (2016) examined how employees' promotion influences turnover intentions in selected oil firms in Rivers State. The study revealed that promotion has a negative relationship with turnover intentions. Rubel and Kee (2015) examined the relationship between perceived fairness of performance appraisal, promotion opportunity and turnover intention: the role of organizational commitment in respect to nurses in private hospitals in Bangladesh. The findings show that promotion opportunity had significant negative effects on employee turnover intention. Ekabu et al. (2018) investigated the Influence of promotional prospects on turnover intentions of public secondary school teachers in Meru Country. The outcome of the study shows that promotional prospects has a negative and an inverse relationship with the turnover intention.

The above studies have mainly focused on the employees of oil companies, educational institutions, and medical organisations among others. However, evidences in respect to the above subject in hotel industry in Lagos State had not being reported. It is therefore worthy of further study to de-

termine the extent of relationship between promotion opportunities and turnover intentions of employees of hotels in Ikeja Lagos State. Therefore, we assume the following hypotheses:

H₃: There is positive and significant relationship between promotion opportunities and employees' turnover in hotel industry in Lagos State.

3.4. Relationship between supervisor support and employees' turnover

Karatepe (2013) and Scandura and Williams (2004) opined that supervisor's support is used for development orientation. Goleman (2000) concluded that support of employees by their immediate managers increases their level of job satisfaction and subsequently their retention. Kalidas and Bahron (2015) examined the relationship between perceived supervisory support, organization support and commitment and employees' turnover intention of three-star hotels in Kota Kinabalu area of Malaysia. The result shows that there is a significant and negative relationship between perceived supervisory support and employees' turnover intention. Alkhateri, et al. (2018) examined the role of perceived supervisor support, job satisfaction and affective organizational behavior on employee turnover intention among teachers in Ras-al-khaimah educational sector. The result shows that perceived supervisor support has a significant indirect impact on employees' turnover intention. Sitah (2017) conducted a research on the influence of supervisor support on nurses' turnover intention in respect to Saudi Arabia. The study finds out that supervisor support could impact employees' turnover intention and thus actual turnover. Lu, et al. (2017) conducted a study on why employees stay: the roles of psychological ownership, territoriality and work relationship closeness in affecting employee turnover intention in three Chinese automobile manufacturing companies. The result shows that there is negative relationship between work relationship closeness and employee turnover intention. The above studies have mainly focused on the hotel industry in Malaysia, educational industry in Ras-al-khaimah, medical institutions in Saudi Arabia, and automobile manufacturing companies in China, but not in respect of the hotel industry in Ikeja Lagos State. In view of this, in-depth study to confirm the correlation between superior's support and employees' turnover intention in hotels in Ikeja Lagos State call for this hypothesis:

H₄: There is positive and significant relationship between superior's support and employees' turnover in hotel industry in Lagos State.

3.5. Relationship between workplace environment and employees' turnover

The quality of the employees' workplace environment impacts on the turnover intention of employees (Chandra-sekar, 2011). Vischer (2008) stressed that conducive workplace environment should be prioritized as it provides job satisfaction to the employees in carrying out their jobs

thereby reducing employees' turnover. The index in these information shows that work environment is a better determinant of employees' turnover intention. Ira, et al. (2018) examined the influence of the workplace environment towards turnover intention of 4-star hotel employees in Padang City, Malaysia. Their finding shows that work environment has a positive significant influence on employees' turnover intention. Kwenin (2013) examined the relationship between workplace environment, career development opportunities and employee retention in Vodafone Ghana limited. The finding indicated that workplace environment has positive relationship with employees' retention. Jian, et al. (2010) explored psychosocial work environment and intention to leave among employees of nursing profession in China. The outcome of the study shows that unfavourable psychosocial work environment predicts nurse's turnover intention in China. Abu Rumman, et al. (2013) conducted a study on the impact of workplace environment on the average of job turnover in five-star hotels in Al-aqaba City. The findings show that there is a statistically significant impact of the work environment on the average job turnover in five-star hotels in Al Aqaba City.

The gaps in these empirical literatures shows that various studies had examined the relationship between workplace environment and employees' turnover intention in respect of hotel industry in Malaysia, and Al-qaba City, telecommunication companies in Ghana, and Nursing profession in China among others. However, none of these studies were conducted in respect to hotel industry in Lagos State Nigeria. The fact that hotel industry in Nigeria and more so in Ikeja Lagos State are characterized with tough working environment, working without life insurance, rising health costs, usage of obsolete equipment, and exposure to difficult customers among others makes it worthwhile to explore the correlation between workplace environment and employees' turnover intention in respect of hotels in Ikeja Lagos State. Therefore, we assume the following hypothesis:

H₅: There is positive and significant relationship between workplace environment and employees' turnover in hotel industry in Lagos State.

4. Research methodology

This study adopted a survey research design. The research population comprised of employees of four- and three-stars registered hotels in Ikeja, Lagos State Nigeria (Hotels in Ikeja, 2019). Ikeja is the capital City of Lagos State, the commercial nerves center of Nigeria. It has the land mass of 356,861 hectares and 25 million populations. Ikeja is known for highest concentration of hotels and other forms of lodging facilities put at 65% of total room stock in Nigeria (JLL, 2018). The total registered hotels in Ikeja Lagos State are put at 923 out of which 60 of the hotels were selected through a systematic sampling technique. Since it is practically impossible for the researchers to sample the entire staff in each of the 60 selected hotels in Ikeja hence, Taro Yamane formula which is given as follows were adopted:

$$n = \frac{X}{1 + N(e)^2}$$

Where n= sample size.
X= Observation Unit.
N= Population Size.
e= Sample Error or level of significance

To determine the sample size from the 60 selected hotels vis-à-vis the population of the staff, the present study concurred to the method of proportional allocation suggested in Kothari (1990). Before applying the Taro Yamane formula as suggested in Sekaran (2003), the researchers contacted the management of the 60 selected hotels to obtain the total number of staffs on their employment thus, the populations (N) size of 1, 624 staff out of which the sample size of 332 were obtained hence, put at ratio 1:5 of the sample to the population. Convenience sampling technique were adopted by the researchers to administer the questionnaires in each of the 60 selected hotels until the sample size of 332 were met.

The scale used in this study has three sections; section 1 contains the respondent's bio data such as age, marital status, gender, religion etc. Section 2 contains five dimensions of job satisfaction (i.e., job stress, payment system, workplace environment, promotion opportunity, and supervisor support), and section 3 contains measures of employees' turnover intention, all structured on a five (5) point likert scale with weights assigned as follows: 5 -strongly agree, 4 - agree, 3 - neutral, 2- disagree, and 1 - strongly disagree. The job stress was measured by the Occupational Roles Questionnaire (ORQ) from Wu, et al. (2010) and Occupational Stress Indicator (OSI) from Chang and Lu (2009). These scales include two elements from ORQ, namely role ambiguity and role overload which comprised 10 items for each element were modified into a 6 items job stress on a 5-point Likert scale. Job description index, pay satisfaction questionnaire, and Job satisfaction survey by Intaraprasong et al. (2012); Ramirez (2012), Özturk, 2010) and Smith-Randolph (2005) were adopted and modified to measure payment system. The original instrument was used to measure pay satisfaction in a nursing context and are very similar to many in the Minnesota Satisfaction Questionnaire. The modified scale consists of 7 items. Also, 10 items workplace environment scale developed by Mohapatra and Srivastava (2003) and Chiang, et al. (2005) were adopted and modified into a 6-item workplace environment scale for this study. In addition, the promotion opportunity scale developed based on Intaraprasong, et al. (2012); Ramirez (2012) and Özturk (2010) studies were modified into a 4 items promotion opportunity scale used for the current study. In addition, a 4 items scale in Job description index, and Job satisfaction survey by Intaraprasong et al. (2012); Ramirez (2012) and Özturk (2010) were adopted and modified. The modified instrument consists of 8 items used for measuring supervisor support. Finally, five items turnover intention survey questionnaire developed by Lambert and Hogan (2009) were adopted, modified and used for the current study.

The scale for this study was assessed for its convergent validity using SmartPLS version 3.0 with the results showing that the factor loadings of all items of the study variables were statistically significant and exceeded the minimum acceptable threshold of 0.7 (Tabachnick and Fidell, 2007). Also, the average variance extracted (AVE) exceeded the minimum acceptable threshold value of 0.5 (Hair et al., 2010). In addition, the scale was assessed for its internal consistency hence, Cronbach's Alpha (α), and Composite Reliability (CR) values meets the threshold value of 0.7 (Hair et al., 2014). Showing that all the variables in the scale have a satisfactory level of internal consistency. Partial Least Squares Structural Equation Modelling (PLS_SEM) approach that explore the linear relationships between multiple independent variables and a single or multiple dependent variable (Hair, et al., 2014) were adopted for the analysis of data collected in this study. This was done with the aid of *SmartPLS v3. Software*. The PLS_SEM relies on pre-specified networks of relationships between constructs as well as between construct and their measures (Hair, et al., 2014) thus, making it different from the regular regression approach.

5. Findings

5.1. Demographic distribution of respondents

The gender distribution of the respondents indicates that 63.6% of the respondents are Males and 36.4% are Females. This implied that majority of the participants in this study are males. In terms of marital status, 66.6% of the respondents are Married, 32.5% are Singles, 0.6% are Others and 0.3% are Divorce. This implies that majority of the participants in this study are Married, followed by the Singles. The religion distribution of respondents used in the present study includes: Christianity (13.9%), Islam (72.0%) and others (14.2%). This shows that majority of participants in this study are Muslims followed by Christians with only very few Other's participants. In respect to academic qualification distributions, 35.8% of the respondents are Bachelor degree holders, Masters (31.0%), and Doctorate (33.1%). This shows that majority of participants in this study are Bachelor degree holders followed by holders of Doctorate degree, and lastly holders of Master's degree. In term of age distributions of the respondents, 52.7% of the respondents are within the age bracket of 17-26 years, followed by 27-35 years (32.5%), and 36-44 years (14.2%). This shows that the age distribution of majority of participants in this study are 17-26 years, and closely followed by respondents whose age range is 27-35 years.

5.2. Assessment of measurement model

The measurement model of this study was evaluated for its construct reliability, convergent and discriminants validity using SmartPLS version 3.0 as suggested in (Ringle et al., 2005). As part of the pre-requisite for the evaluation of the validity and reliability of the measurement model, the researchers examined factor loadings of all items of the study variables. The result of the factor loadings of the initial

measurement model shows that 9 out of 36 items (i.e., JOS5, JOS6, PAS4, PAS6, PAS7, SUS6, SUS7, SUS8, and WEN6) has factor loadings less than the acceptable threshold of 0.7 (Hair et al. 2012; 2014). In view of this, the 9 items with factor loading < 0.7 were deleted from the initial measurement model one item at a time starting from the lowest

loading. Furthermore, the final measurement indicators such as factor loadings of all items of the study variables, Cronbach alpha (α), composite reliability (CR), and average variance extracted (AVE) yielded a better result hence, fit well with the data as presented in Table 1.

Table 1. Results of the measurement model

Latent variables	Items	Loadings	Cronbachs Alpha	Composite Reliability	(AVE)
Employee turnover	EMT1	0.776	0.820	0.873	0.579
	EMT2	0.766			
	EMT3	0.735			
	EMT4	0.809			
	EMT5	0.714			
Job stress	JOS1	0.751	0.772	0.853	0.592
	JOS2	0.816			
	JOS3	0.755			
	JOS4	0.754			
Supervisor support	SUS1	0.796	0.852	0.894	0.629
	SUS2	0.837			
	SUS3	0.796			
	SUS4	0.738			
	SUS5	0.796			
Payment system	PAS1	0.823	0.857	0.903	0.701
	PAS2	0.876			
	PAS3	0.864			
	PAS5	0.782			
Work environment	WEN1	0.815	0.866	0.903	0.651
	WEN2	0.841			
	WEN3	0.759			
	WEN4	0.844			
	WEN5	0.771			
Promotion opportunities	PRO1	0.829	0.823	0.883	0.656
	PRO2	0.867			
	PRO3	0.823			
	PRO4	0.712			

Source: Researchers Computation (2020).

As shown in Table 1, the results of the convergent validity of the final model shows that the factor loadings of all items of the study variables were statistically significant and exceeded the minimum acceptable threshold of 0.7 (Tabachnick and Fidell, 2007). Also, the average variance extracted (AVE) exceed the minimum acceptable threshold value of 0.5 (Hair et al., 2010). In addition, the model was assessed for the internal consistency of the data hence, Cronbachs Alpha (α), and Composite Reliability (CR) values should not be less than the threshold value of 0.7 (Hair et al., 2014). The result shows that the value of the Cronbach alpha (α), and composite reliability (CR) for all the variables meet the required threshold as shown in Table 1. This implies that all the variables in this study have a satisfactory level of internal consistency.

Furthermore, the discriminant validity of the final measurement model was assessed to assure the external consistency of the data. Based on the correlation between the latent variables, the constructs were compared with the

square root of AVEs (Hair et al., 2014). The result shown that the correlations between the constructs are lower than square root of AVEs along the diagonal as shown in Table 2. This validates fulfillment of discriminant validity requirement.

5.3. Structural model hypothesis testing

The significance of the path coefficients is determined by the beta values of the coefficient of the regression and t-values which is calculated using the bootstrapping method (Hair et al., 2014). The rule of thumb of critical values for a two-tailed test of 1.96 (significance level = 5%) is considered to be significant (Hair et al., 2014). As it applied to the current study, five direct hypothesized relationships were tested. The result shows that four of the relationships were proven to be supported and one not supported. Figure 1 show the results of the direct effect of latent variables on the dependent variable.

Table 2. Discriminant validity of the variables

Constructs	Employees turnover	Job stress	Payment system	Promotion opportunity	Supervisors support	Work environment
Employees turnover	0.761					
Job stress	0.389	0.770				
Payment system	0.362	0.443	0.837			
Promotion opportunities	0.582	0.312	0.379	0.980		
Supervisors support	0.601	0.310	0.375	0.810	0.793	
Work environment	0.451	0.315	0.382	0.443	0.471	0.807

Source: Researchers Computation (2020).

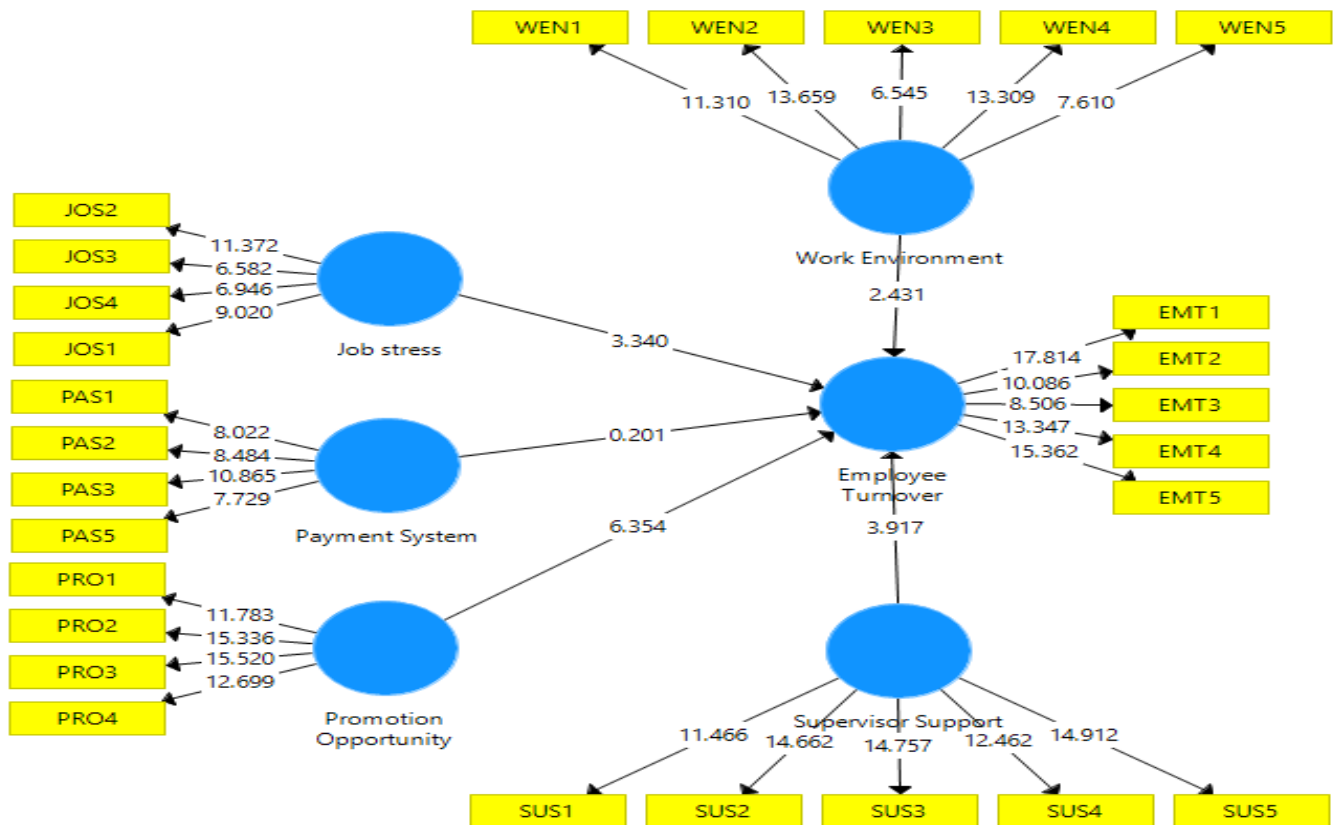


Figure 1. Final measurement model of the study

Source: Researchers Computation (2020).

Furthermore, Table 3 show that hypotheses that were supported and accepted have t-value >1.96 while the rejected hypotheses have t-value < 1.96 hence, show the effect of individual latent constructs (i.e., dimensions of job satisfaction) on the dependent variable (i.e., employee turnover

intention). The R-square value shows that all the constructs put together have the tendency of influencing 43.2% of changes in the dependent variable. The remaining 56.8% is due to other factors and residuals.

Table 3. Summary of direct hypothesis testing

S/n	Hypothesized Path	Path	Standard	T Value	Findings	f-squared	Effect size
1.	PRO -> EMT	-0.160	0.042	6.354	supported	0.002	Small
2.	SUS -> EMT	0.608	0.055	3.917	Supported	0.025	Small
3.	JOS -> EMT	0.176	0.067	3.340	Supported	0.042	Small
4.	WEN -> EMT	0.159	0.075	2.431	Supported	0.031	Small
5.	PAS -> EMT	0.056	0.076	0.201	Not Supported	0.004	Small

*P<0.05

Source: Researchers Computation (2020).

Table 4. Results of the predictive relevance of the model

Total	SSO	SSE	Q ² (1-SSE/SSO)
Employee Turnover	1660	1278.539	0.230

Source: Researchers Computation (2020).

5.4. Effect size

As shown in Table 3, the effect sizes of dimensions of job satisfaction (i.e., promotion opportunity, supervisor support, job stress, work environment, and payment system on the dependent variable (i.e., employees' turnover intention) were 0.002, 0.04, 0.03, and 0.004 respectively. Therefore, following Cohen (1988) guideline, the effects sizes of all the exogenous latent variables for this study on the dependent variable could be viewed as small. In line with the argument of Chin et al. (2003), who emphasizes that even the minutest strength of f^2 might be considered because, they can affect the dependent variable in their own way.

5.5. Predictive relevance of the model

This study used the blindfolding procedure to test the predictive relevance of the model (Hair et al., 2014). Predictive relevance is denoted by Q^2 hence, used to assess the parameter estimates, how values are built around the model including, explanations on the quality of the model (Hair et al., 2014). As it applied to the current study, the results were retrieved from the blindfolding output of PLS through the variable score out of which cross validated redundancy were extracted as shown in Table 4. From Table 4, the results of construct cross validated redundancy show the predictive relevance of 0.23 for the turnover intention hence, implies that the model have predictive relevance.

6. Discussion

The study sought to establish the relationship between attributes of job satisfaction and employees' turnover intention in respect to hotels in Lagos State, Nigeria. The discussion of the major findings of the study are as follows.

Regarding the relationship between promotion opportunity and employees' turnover intention, the study found that promotion opportunity has a negative but significant relationship with employees' turnover. This finding corresponds with existing literatures as reported in Emelda et al. (2016), Rubel and Kee (2015), and Ekabu et al. (2018) that promotional prospects has a negative and significant relationship with turnover intention.

In respect to the relationship between supervisor's support and employees' turnover intention, the finding shows that supervisor's support positively influences employees' turnover intention. This finding is in agreement with previous studies as reported in Alkhateri, et al. (2018), Sitah (2017), and Kalidas and Bahron (2015) that there is a significant relationship between perceived supervisory support and employees' turnover intention. Furthermore, on the relationship existing between job stress and employees' turn-

over intention, the study found a positive and significant relationship. This finding agrees with Bhatti et al. (2011), Usman et al. (2011), Sewwandi and Perere (2016), and Ji-Young and Wang (2019) that job stress relates positively to employees' turnover intention.

In addition, the relationship existing between workplace environment and employees' turnover intention in respect to hotels in Lagos State, found a positive and significant relationship. This finding agrees with the Jian, et al. (2010), Chandrasekar (2011), Ira, et al. (2018), and Kwenin (2013) that a positive and significant relationship exists between workplace environment and employees' turnover intention.

Finally, the relationship existing between payment system and employees' turnover intention in respect to hotels in Lagos State, found a non-significant relationship. This finding agrees with the previous studies. Hence, Chepchumba and Kimutai (2017), and Akhtar et al. (2016) argued that payment system does not correlates with turnover intension.

7. Theoretical and managerial implications

The implications of the findings in the current study show that hotel employees in Lagos state may leave their job if they perceive that their organisations did not offer them satisfactory chances of being promoted, failed to maintain appreciable speed of promotion, and base their promotion on worker's performance. In addition, hotels in Lagos State whose managers and supervisors respect the views and ideas of their staff stand the chances of limiting cases of staff turnover. Aside, hotel organization in Lagos State whose managers has a collaborative approach in supervision, shows interest toward the feeling of subordinates, and encourage subordinates to attend training programs to acquire relevant knowledge and skills may likely experience reduction of employees' turnover.

Furthermore, the study shows that hotel organization in Lagos State whose manages discrimination against staff at work, and fails to mitigate interferences of work with employees' family, personal need, and social obligations are likely to experience employees' turnover. Also, adequate acknowledgement or appreciation of staff by the hotel managers when work is really good is an antidote to employees' retention. Once again, hotel organisations in Lagos State that subject's staff to favourable working environment, and maintain satisfactory hygiene practices and maintenance culture are likely to retain their staff hence, reducing employees' turnover tendency. Surprisingly, the finding shows that frequency on salary increase, approach used by hotel organizations to administer employees' payment did not impact on staff turnover in respect of hotels in Lagos state.

8. Recommendations

Recommendations based on the findings include; managers and operators of hotel businesses in Lagos state should give more attention to issue of staff promotion. Thus, staff should be offered satisfactory chances of being promoted, and appreciable speed of promotion should be maintained. Aside, promotion on workers should be based on performance. Also, managers of hotels in Lagos state should take staff support seriously. In this wise, owners of hotels in Lagos state should ensure through relevant human resource policies that managers respect the views and ideas of their staff, adopt collaborative approach in supervision, shows interest toward the feeling of subordinates, and encourage subordinates to attend training programs to acquire relevant knowledge and skills. In addition, the government of Lagos state should refuse approval or revoke operating license of hotels that are lacking in the provision of hazards-free facilities for staff. Aside, managers of hotels in Lagos state should avoid discrimination against staff at work, and ensure that policy trust that could help to mitigate interferences of work with employees' family, personal need, and social obligations are put in place. Also, adequate acknowledgement or appreciation of staff by their managers when work is really good is an antidote to employees' retention. In addition, the quality of workplace environment should be given due consideration by both the government of Lagos state and operators of hotel business in the state. The government through her supervisory agencies should ensure regular visitation to hotels operational in Lagos state to enforce friendly workplace environment culture among hotel operators. Aside, managers of hotel businesses in Lagos state should through policy thrust enforce satisfactory hygiene practices and maintenance culture.

9. Limitations of the study

Despite the incisive results, one of the major limitations of this study is that only hotel employees in Ikeja Lagos state were focused, thus, did not consider hotel patrons in other local government areas of Lagos state and more so other States across Nigeria. If this is done it may provide a more in-depth insight and more meaningful results.

Author contribution statements

M.B. Bello and Y.O. Bello contributed equally to the design and implementation of the research, to the analysis of the results and to the writing of the manuscript.

Disclosure statement

No potential competing interest was reported by the authors.

Ethics committee approval

All responsibility belongs to the researchers. All parties were involved in the research of their own free will.

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Impact of COVID-19 pandemic on the tourism industry: An evaluation from the hotel managers' perspective

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Impact of COVID-19 pandemic on the tourism industry: An evaluation from the hotel managers' perspective

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Abstract

The Covid-19 pandemic, which is seen as a source of crisis worldwide, has also had negative effects in many ways in the tourism industry. In this process, it is important to find out the problems caused by the Covid-19 pandemic and its solutions to tourism businesses. The aim of the research is to determine the impact of the Covid-19 pandemic in the tourism industry, to evaluate the views of hotel managers and to offer solutions to problems in hotels. The research data were collected through face-to-face interviews with the hotel managers in Bodrum-Muğla. The interviews, in which a semi-structured interview technique was used to collect data, were held between July-September 2020. The data were analyzed with the descriptive analysis technique. The analysis was respectively carried out as the conceptual structure, modelling of data, organizing data through tables, and interpretation of findings. As a result, it has been revealed that the Covid-19 pandemic affects hotel businesses economically, socially and psychologically.

Keywords: Covid-19 pandemic, tourism, hotel managers, anxiety, economic impacts, social impacts.

1. Introduction

The tourism industry, which is of great importance for many countries, has a constitution that can be affected by economic, environmental and political factors as well as diseases and crises that threaten human health. Although the tourism industry has gone through many crises, it has never been affected by any other crisis as much it has been by the Covid-19 pandemic. While previous crises caused effected a particular destination or region, this pandemic has shown its impact on a global scale. Thus, Covid-19 which spread from China to the whole world, has not only affected Chinese or Far East tourism but also has hit world tourism economically, socially and psychologically (Demir, Günaydın & Demir, 2020; Cucinotta & Vanelli 2020; Ghebreyesus, 2020). These effects are stronger in countries whose economy is based on tourism.

Covid-19 has had a severe negative impact on both businesses, employees and customers in the tourism industry,

which has large investments in hotels, tour operators and airline companies (Bahar & Celik Ilal, 2020; Demir, 2020; Škare, Soriano & Porada-Rochoń, 2020). This is because the economic consequences of the cessation of activities in the tourism sector, as well as the social and psychological effects on human factors, cannot be unforgotten for a long time. In general, the anxiety caused by being caught unprepared (Manderson & Levine, 2020) turns into fear after a while, revealing the extent of the impact of the Covid-19 pandemic more clearly. Covid-19 has caused uncertainty for the activities to be carried out in the hotel industry. During the Covid-19 pandemic, the majority of hotels have experienced difficulties due to information pollution regarding the epidemic, lack of technical and medical equipment, and inexperience in crisis management. Government decisions such as the ban on international flights, closing border gates, domestic travel restrictions, and restriction of public transportation has caused the majority of hotels to cease their activities. The pandemic has affected not only hotels, but also

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all other businesses, institutions and individuals who are directly or indirectly associated with hotels (Anguera-Torrell, Aznar-Alarcón & Vives-Perez, 2020; Jiang & Wen, 2020), and moreover, has required all hotels to reconsider their activities and planning decisions.

2. Literature

The fact that the Covid-19 pandemic has either completely destroyed or negatively affected the tourism experience may cause certain changes in the future behaviours of tourists. According to the findings of Yenişehirlioğlu and Salha (2020), while most of the study's participants stated that the restrictions made during the pandemic go against the spirit of tourism and that they would not go on vacation due to the virus, the participants who stated that they would go on vacation also stated that they would prefer to engage in holidays and accommodations such as camping, glamping, hobbit houses or bungalows instead of mass tourism.

Aydın and Doğan (2020) stated that tourists tend to prefer small-scale accommodation facilities (such as boutique hotels and apart hotels) or different accommodation styles (caravans, camping, housing rentals). The authors also stated that the demand for rural tourism is an increasing trend and that new niche markets may emerge as a result of the increased interest in alternative tourism. Relatedly, Aydın and Doğan (2020) argued that the demand for events with collective participation, such as fairs, congresses and festivals, would decrease, but that in the future, the demand for online activities would increase. Moreover, the author noted that the overall interest in sustainable tourism and nature-based tourism would increase. In another study, which was conducted after the Covid-19 outbreak, it was stated that the trend of tourists to vacation would again increase and that popular tourism destinations would again be preferred.

However, it has been found that tourists are still cautious and thus prefer short-term vacations and travel that offers private vehicles and small-scale accommodation facilities. It has also been claimed that tourists pay attention to issues such as social distancing, certification, cleanliness and hygiene during their holidays (Kılıç, Aslan, & Govce, 2020). Özaltın Türker (2020) emphasized that the demand for tourism would decrease due to Covid-19 and that economic losses and employment problems would consequently arise, while participation in individual-based tourism activities and the importance of digitalization would increase.

During Covid-19, attractions and cultural centres in many destinations have been closed, art and sporting events have been cancelled or postponed, access to beaches and national parks has been restricted, and restaurants, cafes, bars, and other entertainment facilities have been temporarily closed (Baum & Hai, 2020; Bhuiyan, Hassan, Darda & Habib, 2020). During this process, tourists have tried to get back payments attached to vacation reservations that have

been cancelled due to restrictions, quarantines and social distancing. These attempts at reimbursement have mostly resulted in negative outcomes, and these unsatisfactory situations have been shared in places where many people could see them, such as websites, social media channels, and blogs.

As a result of the tendency of potential tourists to seek alternatives to tourism, e.g., to participate in virtual entertainment such as parties, events, festivals, food organizations and visits, their interest in electronic tourism on digital and virtual platforms has increased (Sigala, 2020: 317). Individuals have tried to meet their social needs, such as cultural interaction, by discovering new places, learning, and meeting new people on virtual platforms that offer such activities.

It can be said that COVID-19 has also had individual-level effects on employees in the tourism industry. Issues such as difficulties related to one's working life, demoralization due to uncertainty, negative effects on one's well-being, pessimism, job anxiety and fear of illness are among the most common negative effects on employees (Kaushal & Srivastava, 2020). During Covid-19, hotel businesses have made changes to their human resources plans. Implementation plans such as non-paid leave for employees (Demir, Günaydın & Demir, 2020; Kukanja, Pleninc & Sikošek, 2020; Lai & Wong, 2020), reducing the number of current employees (Altınay Özdemir, 2020; Demir, Günaydın & Demir, 2020) and not recruiting new employees (Bayat, 2020; Demir, Günaydın & Demir, 2020) have created an inevitable situation for hotel businesses.

During the pandemic, hotel businesses have preferred employees in some departments (such as reservation, accounting and HRM) to work from home in the interests of health and reducing costs. This preference also seems to be applicable after the pandemic (Hao, Xiao & Chon, 2020; Kaushal & Srivastava, 2020). In addition, as seen in some research results, hotel businesses have invested more in technological systems, tools and applications both during and after the pandemic. Zeng, Chen, and Lew (2020) found that services such as carrying guest luggage, reception duties and room cleaning in accommodation businesses are often carried out by robot technology. Hao, Xiao and Chon (2020) has stated that there will be a digital transformation – in-room smart control devices for C / in and C / out, individual-based technologies, face and voice recognition systems and mobile payment transactions will increase in hotel businesses in China. Sam, Kim, Badu-Baiden, Giroux, and Choi (2020) found that, during Covid-19, Chinese tourists have preferred hotels with robot technology more than labor-intensive hotels.

Covid-19 has adversely affected people all over the world and caused political, economic and socio-behavioral changes at the social level and started to make life difficult

(Baum & Hai, 2020: 2400). If the effects of Covid-19 on Turkish tourism are evaluated, the number of visitors to Turkey in the first quarter of 2020 amounted to 5,639,413. This is a decrease of 15.1% compared to the first quarter of 2019. In the first quarter of 2020, tourism revenue also decreased by 11.4%, totalling approximately \$4.1 billion (TUIK, 2020a). The decrease in both the number of visitors and tourism revenues continued into the third quarter. Tourism income decreased by 71.2% in the third quarter compared to the same quarter of the previous year and was approximately \$4.44 billion. At the same time, it is seen that all types of tourist expenditures decreased in 2020's third quarter compared to the same quarter of the previous year. It is understood that sports, education and culture expenditures decreased by 82.6%, tour services expenditures by 78.8% and package tour expenditures (the remaining share in the country) by 77.2%. The number of visitors decreased by 74.1% in the third quarter of 2020 compared to the same quarter of the previous year, totalling just 5,604,155 people (TUIK, 2020b).

During the pandemic, the decrease in the number of tourists due to national and international flight bans, the closing of border gates and travel restrictions has affected hotels negatively. The crisis created by the Covid-19 pandemic has caused huge fluctuation in the international hospitality industry and significant declines in the European hotel industry (Nicola et al., 2020: 188). The decrease in occupancy rates in hotels has consequently caused a decrease in revenue generated by restaurant bookings, events, meetings, weddings, etc. In fact, many hotels have temporarily halted their operations. Unfortunately, there was a decrease in the stock values of large hotel chains traded on the stock exchange. In this period, it is known that the occupancy rates of international hotel chains decreased by approximately 50% and their stocks dropped in value by approximately 16% (Siddiquei & Khan, 2020). Due to this decrease, the revenues of the hotels are expected to decrease by 50% (European Parliament, 2020b). On the other hand, it can be stated that in the accommodation industry, which is experiencing a deep crisis, especially small-sized and medium-sized businesses are also adversely affected and because of this situation, many hotels have decided to close because of the decrease in tourism demand (European Parliament, 2020a).

3. Methodology

3.1. Ethics committee approval

This research is a part of the project titled "Covid-19 and Tourism: Social, Human, and Economic Effects, Problems and Solutions of the Epidemic", which was ethically appropriate with the decision of the Ethics Committee of Isparta University of Applied Sciences, dated 14.08.2020 and numbered 27-2.

3.2. Sample

The research sample consists of participants in hotel manager/owner positions. Within the qualitative research method, a "stratified-purposive sampling" was preferred for data collection with semi-structured interview forms. The aim of this technique is to collect in-depth data from participants who are selected for research (Johnson & Christensen, 2008; Neuman & Robson, 2014; Maxwell, 1996). One of the major benefits of purposive sampling is the techniques that can also be used across qualitative research designs (Rai & Thapa, 2015). Stratified-purposive sampling gives more reliable and detailed information about the sample. According to the data of the Ministry of Culture and Tourism (2020), there are a total of 94 hotels in Bodrum-Mugla in Turkey, including 46 five-star hotels, 33 four-star hotels, 29 three-star hotels and 15 boutique hotels, which were suitable for research purposes. In total, 52 of the hotels were interviewed. The ratio of the number of hotels interviewed to the total number of hotels is 55%.

3.3. Data collection

The research has a qualitative structure and three face-to-face interviews were held with hotel owners / managers in Bodrum, a popular international tourist destination. The first interview was held on 23-26 July 2020, the second interview was held on 18-20 September 2020 and the third interview was held on 23-25 October 2020. A semi-structured interview technique was used to collect data. Each of the interviews lasted approximately 20 minutes, which is a total of 60 minutes in 3 interviews with each participant. A total of 52 hotel managers / owners were reached in the study. However, 13 of the participants did not want to answer half of the questions and therefore they were excluded from the research. In total, the answers from 39 participants were analyzed.

3.4. Data analysis

The data were analyzed with the descriptive analysis technique. Analysis was carried out respectively with a conceptual structure, modeling of data, organizing data through tables, and interpretation of findings. In the analysis, the responses in three different data collection periods were classified using separate tables.

3.5. Demographic characteristics of the participants

As shown in Table 1, the demographic and departmental characteristics of the study participants are given by coding. Approximately 90% of the participants in the manager / owner position are men, while the ratio of women is around 10%. Approximately 98% of the participants are at the age of 40 and over and 74.4% of these are managers, while 25.6% are business owners. 69.3% of the participants have a university or higher degree, 97.6% of the participants have experience in the tourism sector for 20 years and over. 61.5% of them work in 5-star hotel, 15.4% in 4-star hotel, 10.3% in 3-star hotel and 12.8% in boutique hotel management.

Table 1. The characteristics of participants

Code	Hotel type	Gender	Age	Education level	Experience in the tourism industry (Years)	Position
K-1	5-star hotel	Male	36	Undergraduate	16	General manager
K-2	4-star hotel	Male	41	Undergraduate	41	General manager
K-3	5-star hotel	Male	45	High school	25	General manager
K-4	5-star hotel	Male	53	Undergraduate	33	General manager
K-5	Boutique hotel	Male	45	Undergraduate	25	General manager/owner
K-6	4-star hotel	Male	43	Postgraduate	23	General manager
K-7	5-star hotel	Female	44	Undergraduate	34	General manager
K-8	4-star hotel	Male	51	Undergraduate	31	General manager
K-9	4-star hotel	Male	48	Undergraduate	28	General manager
K-10	5-star hotel	Male	51	Undergraduate	31	General manager
K-11	5-star hotel	Male	50	Undergraduate	30	General manager
K-12	Boutique hotel	Female	40	High school	20	General manager/owner
K-13	5-star hotel	Male	53	Undergraduate	33	General manager
K-14	5-star hotel	Male	47	Undergraduate	27	General manager
K-15	5-star hotel	Male	55	Postgraduate	35	General coordinator
K-16	5-star hotel	Female	50	Undergraduate	30	General manager
K-17	5-star hotel	Male	52	High school	32	General manager/owner
K-18	3-star hotel	Male	55	High school	40	General manager
K-19	5-star hotel	Male	54	Undergraduate	39	General manager
K-20	5-star hotel	Male	46	Undergraduate	26	General manager
K-21	5-star hotel	Male	60	Undergraduate	42	General manager/owner
K-22	Boutique hotel	Male	61	Postgraduate	44	General manager/owner
K-23	Boutique hotel	Male	58	High school	38	General manager/owner
K-24	4-star hotel	Male	55	Undergraduate	35	General manager/owner
K-25	3-star hotel	Male	59	Primary school	39	General manager/owner
K-26	Boutique hotel	Male	62	Primary school	44	General manager/owner
K-27	3-star hotel	Male	50	Undergraduate	30	General manager
K-28	3-star hotel	Male	48	High school	28	General manager/owner
K-29	5-star hotel	Male	51	Undergraduate	31	General coordinator
K-30	5-star hotel	Male	48	High school	28	General manager
K-31	5-star hotel	Male	52	Undergraduate	32	General manager
K-32	5-star hotel	Male	49	High school	29	General manager
K-33	5-star hotel	Male	51	Undergraduate	31	General coordinator
K-34	5-star hotel	Male	48	Undergraduate	28	General manager
K-35	5-star hotel	Male	52	Postgraduate	32	General manager
K-36	5-star hotel	Male	49	Undergraduate	29	General manager
K-37	5-star hotel	Male	48	High school	28	General manager
K-38	5-star hotel	Male	52	High school	32	General manager
K-39	4-star hotel	Female	49	Undergraduate	29	General manager

4. Results

Since the occurrence of the first Covid-19 cases in Turkey, the effects of the pandemic have been discussed in the tourism sector. Despite the bureaucratic behavior of official institutions and professional tourism organizations, it is a fact that businesses in the tourism sector communicate faster and follow current issues more closely. Especially hotels with an international customer base can instantly learn the current news in the world due to having a more effective

communication system and strong cooperation with international businesses. Therefore, the foresights of these hotels regarding the spread of the pandemic in the world are realistic and rational.

First of all, it can be stated that determining the concerns of the participants about Covid-19 is a significant indicator for the other stages of the research. When asked "Have you ever worried about the spread of Covid-19 in Asian coun-

tries and Europe?" the vast majority of respondents answered as "I was definitely worried." (56%), 26% answered, "I was partially worried." and 18% answered, "I was not worried". The fact that most of the participants stated that they were worried about the Covid-19 pandemic was the first indicator of a crisis in the tourism industry. Therefore, secondly, the question of "Have you been concerned about the impact of the pandemic on the tourism industry?" was asked to the participants. It has been determined that 62% of the participants have concerns that the tourism industry would be affected. In this context, it was meaningful that the participants were worried about the situation of the tourism industry and seeing the effects of the pandemic in other countries. On the other hand, 38% of the participants have stated that the pandemic would partially affect the tourism sector, while a few stated it would not. In the first period of Covid-19, the surprising thing was that the owners or managers of boutique hotel businesses stated that they are not

worried by this pandemic (K5, K22, K23, K26). Since the beginning of Covid-19 in the world, despite the Ministry of Health in Turkey informing the public about the pandemic, it was argued that there was inadequate information sharing in the tourism industry. These findings have shown that the tourism industry was caught imprudent for the pandemic. It may also be a factor that some representatives of the tourism industry do not take the pandemic too seriously. Due to the fact that the situation in the tourism sector has an international dimension, and holiday sales were mostly completed in the previous year, early reservation payments were received and all preparations for the season were completed, hotels have been helpless in the face of the pandemic. Both the unreliability of informal information shared at the sectorial level and the delay of the authorities to make the necessary explanations, have increased the anxiety in tourism.

Table 2. The evaluation of the pre-Covid-19 case period in Turkey

Main theme	Title	Subtitle
The pre-Covid-19 case period in Turkey	Anxiety	Common anxiety
		Anxiety for tourism industry
	Information	Information request from institutions
		The requests of institutions from the industry
	Sectoral pre-evaluation and information	Operational approach of tour operators
		Sales and reservation decision of hotels
	Pre-evaluation and decisions of businesses	Revision in decisions
		Plan to start activities
		Priority measures in businesses
		Information and training in businesses

Hotel managers have requested information from the Ministry of Health, the Ministry of Culture and Tourism, tourism professional organizations and local administrations on how to struggle with the pandemic during Covid-19. When the answers given by the participants to the question about whether there is a request for information from the specified institutions, "Have you requested any information from official institutions?" are examined, it is understood that there is generally unsatisfactory information and communication is insufficient. Participants coded K2, K3 and K7 stated that the responses were received as "Despite being requested several times, the Ministry, the hoteliers' union, and the authorities could not be reached; they said that they would call us back and the authorities would explain the situation". The participants coded K4, K5, K8 and K9 explained the institutions' responses more clearly as, "Initially they did not even consider us as tourism operators and managers.". Indeed, in the early stages of the pandemic, many institutions, like the general population, had difficulty making decisions due to the effect of being uneasy and caught unprepared. During Covid-19, hoteliers' efforts to communi-

cate and share information with official and semi-official institutions were evaluated by participants as "Meetings with no results were held" (K11, K16, K17, K32, K33), "They just wanted a report to be prepared" (K18) and K3 stating, "They reminded me of the payment of dues" (K12, K6). Even such responses from institutions have revealed that Covid-19 information sharing and communication in the tourism industry have not been sufficiently realized. Although there were individual efforts of a few hotel managers in this process, it has also been thought provoking that the majority of them did not receive any initiatives from the ministries, governorates, municipalities and tourism professional organizations.

On the other hand, the majority of participants (85%) answered "No" to the question of, "Have government agencies got your opinion or asked about your situation?", whether the ministry, local administrations and professional organizations obtained an opinion regarding Covid-19 from tourism industry representatives. Other participants have stated that some institutions called and asked the following questions; "Do you have a case in your hotel? Are you taking

pandemic measures?" (K39), "Are you going to close the hotel? Are people still booking rooms?" (K6, K10) stated that "Could you prepare and send a report on the pandemic measures of your hotel?" (K11, K12) and "Do you have a training request on Covid-19" (K35). It is understood from these questions that there is no solution-oriented approach to Covid-19 by the authorities.

Hotel managers, who thought that communication and information expectations could not be met at the official level, have begun to discuss the problems at the sectorial level and to seek solutions there. During this process, hotel managers met with tour operators and evaluated current developments in international tourism. Hotel managers have realized that the tourist season would be very difficult, as tour operators began canceling package tour reservations and delayed their operations; beginning to seriously feel the impact of Covid-19. Participants answered the questions of "Was there a preliminary information meeting or meetings at the sectorial level", and "How would you evaluate the change in the operational decisions of tour operators?" based on different priorities from each other. Despite the answers given by participants K1, K4, K5, K6, K7, K10, K15, K16, and K21 as "When the first booking cancellations happened, we realized that Covid-19 would pose a significant threat to hotel businesses. If the pandemic was not serious, there would be no cancellations! Especially in the German, English, Dutch and Belgian markets. There were too many reservation cancellations". Some tour operators adopted a "Wait and See" policy by delaying the reservation instead of canceling sales. The comments of some participants (K2, K8, K13, K19, K23 and K31) as, "Instead of canceling reservations, we had nothing left to do against tour operators who requested to postpone to future dates under the same conditions" have shown that mass tourism in international tourism depends on the policy and planning of tour operators. However, the continuation of reservations in the Russian tourism market, albeit with a future date, was considered to be promising for hotel businesses. Although the participants with the codes K20 and K22 stated "Incomprehensible reservations are made from Russia. They claim that, although it is future dated, flights will definitely begin and operations will take place.", some participants (K9, K25, K26, K27, K29, K33, and K38) stated that they preferred to wait for a while for the hotel opening with the interpretation of "It makes more sense to wait without doing anything." (K7, K12, K20, K34, and K36).

However, towards the end of March 2020, it is seen that some tour operators have changed their operational plans and this has been reflected on hotel businesses. The announcement that "sales have been halted" from tour operators, which have experienced an economic crisis, especially due to a declining holiday demand, has brought to mind bad scenarios for hotel businesses. The comments in the form of "People were very anxious. They first started to think about their health. When they postponed their vacations, demand dropped suddenly, sales decreased. When the cash flow to

tour operators stopped, they could not pay the hotels" (K4, K8, K10, K18, K22, K24) were the beginning of the tour operators demanded a refund of the early reservation payments made from the hotels in the next stage. Participants who stated it as, "The tour operators that we have been working with for 10-15 years have asked back early booking fees. Many hotels have spent this money for renovations and other needs. Unfortunately, this is the state of the sector". K30, K34, K35, and K39 think that hotel businesses were, as always, left out alone against tour operators during the Covid-19 pandemic. In fact, the hotels offered alternatives against reservation cancellations and accepted that "if the pandemic continues, reservations will be cancelled free of charge or postponed to a later date under the same conditions" (K36, K37).

Despite the Covid-19 pandemic, it has been stated that there are different reasons for hotel businesses to continue group and individual room sales and reservations. The answers to the question of, "How did these pre-information meetings or interviews at the sectorial level reflected in your business's sales, marketing and booking decisions?" were answered with the following comments: "The thought that the pandemic will be temporary" (P1); "Sales agreements were made before the pandemic." (P2); "Travel agency and tour operator pressure" (P3); "Competition in tourism" (P5), "Being compelled" (P6); "Commitment to planning" (P7); "General problems of a tourism professional" (P9); "Openness of the hotel to activities" (P11); "Economic problems" (P12); "A sectorial problem" (P13); and "Lack of communication" (K14, K15) show why hotel businesses continue to sell rooms and bookings despite the pandemic. The validity of these reasons put forward by the participants is discussed. However, it is understood that the following reasons stated by some participants are more acceptable. According to the participants (P8, P30, P31) who expressed, "We cannot see the facts and find a way because of vicious competition, we can't see ahead of ourselves, we exaggerate or underestimate some things, in summary, our prediction is weak", indicates that the main problem is the hotel management style. In fact, the situation summarized as, "we do not care about Covid-19, and we are now trying to solve a problem. We're actually getting worse because we don't care about anything" by the participants coded K4, K10, K16 and K17 has shown why hotels have continued their sales and reservation processes during the Covid-19 process. As the majority of the participants stated, the thought of, "Room sales and reservations continue at a high level" was a sign that there were managerial problems in the tourism sector beyond being able to predict the consequences of Covid-19.

Hotel businesses had to make some changes regarding their pre-pandemic planning. They revised their budget, human resources planning, technology investments, equipment purchases, renovation works and large-scale investment decisions due to cancellation of room sales and reservations, reduced occupancy rates and loss of revenue. The concerns about the hotels' loss of income and the economic difficulties

caused by Covid-19 have pushed the management to new planning. According to the answers given to the question, *"In the preliminary evaluation you made at the business level, was there also an overhaul of your existing decisions? If so, what issues were revised?"* hotels have shown the impact of the Covid-19 pandemic by making a budget revision. While some participants (K1, K3, K10, K17, K18, K20, K24, K27, and K30) explained the evaluation of the budget revision as, *"We had to revise the previously planned budget. Cost control was implemented by revising some expenditures and canceling or reducing them. In particular, we adapted the purchase of perishable materials according to demand. We rearranged personnel payments and we took our own measures by reducing some other expenses."* Some participants stated that they did not make a budget revision. Most of these businesses which did not make a budget revision are boutique hotels.

One of the decision revisions within hotel businesses is the change in human resources (HR) planning during the pandemic. The statements of the participants (K2, K7, K11, K14, K18, K31, K32, and K37) in the form of, *"It is not clear what we will encounter during the pandemic process. We have to control expenses. New planning has been made to keep personnel expenses low"* as a justification for the change in HR planning is important. This is because the easiest cost control method in the tourism sector includes minimum HR employment and minimum wage policy. The evaluation by a group of participants (K8, K9, K13, K28, K29, and K39) as, *"Some of the restaurants, baths and sauna were closed and the open buffet service was removed. We started serving the tables, we put glass partitions between the customer and the staff in the bars, we started to use disposable plates and forks, but the customers were not very happy,"* reveals that there should be some change in the service concept in hotels. For example, it has come to the fore again due to Covid-19 that the all-inclusive system in hotels should be discussed with all its dimensions. The answers given to the question, *"What are considered as priority measures in your preliminary assessment at the enterprise level?"* were mainly in the form of, *"Hygiene and cleanliness"*. One of the important changes that Covid-19 has brought to hotel businesses was the investments made in technology and the tendency towards digitalization. During the pandemic period, while restrictions were imposed on expenditures in other areas in hotel management, perhaps one of the rare areas invested in are technological equipment and applications. The expressions of the participants (K6, K12, K13, and K19) as, *"Digital menus started to be used. I could not think we would buy kiosks during this period. When we say digital thermometer, a disinfectant machine with the sensor, we became very digital. Smartphone applications for front office C / in and C / out operations, and Qr code operations etc,"* clearly reveal their investments in technology

and digitalization. During the pandemic, some hotel businesses (K21, K33, K34, K35, K36, and K38) halting some investment and renovation works can be considered as a negative effect of Covid-19.

When the responses of the participants to the question, *"When did you predict that you would start operations / activities in your preliminary evaluation at the business level?"* were evaluated, it was seen that there were different opinions about the operating period of the hotels. Some stated that they were preparing for the activity, thinking that Covid-19 would lose its effect before June. However, the vast majority of the participants, had a more cautious approach, stating that hotel activities could be started after June. Some of the participants stated that their hotels were open and active, and participants with codes K7, K12 and K18 would not open their hotels that season. Participants were asked what measures should be taken, and the majority of the participants stated that first of all *"cleanliness and hygiene"*, then *"staff, space arrangement and investment in technological tools"*. When asked whether there is information or training on Covid-19 in the hotel (*"Have you had in-house information and training about Covid-19 in your hotel?"*), the majority of participants (69%) stated that they provided information and training, and they provided *"Covid-19 and Hygiene Training"* for employees online and free of charge during this process.

With the spread of COVID-19 cases, anxiety has increased in hotel managers. Uncertain and potentially dangerous time have turned into a challenge. After the first cases started to appear, people started dying of COVID-19. In this process, the participants were first asked their opinions about "fear". To the question *"Did you have any fear during the Covid-19? If you had, what was fear that first came to your mind?"*, all participants except one (K20) stated that they experienced fear along with other emotions. The thoughts of K1, K2, K6, K14, K26 coded participants in the form of *"What should I lie/confess that/frankly I was generally afraid"*, while the thoughts of K3, K7, K8, K12, K18, K23, K27, K32, K38, K39 coded participants in the form of *"I was afraid of course, I thought of my family, my children, people were dying desperately! How can you not be afraid!"* The thoughts of K4, K15, K24, K34 coded participants in the form of *"I thought I was going to die in pain/I thought I would die for sure now."* These clearly reveal the extent of their fear. It is understood that an important part of the participants' fears is based on economic factors (*"Many people will be broke, will starve. Will that much investment go in vain? Thousands of people make a living from tourism. Everyone will go bankrupt. People will starve, even if not from the coronavirus. The economy collapses. We die in debt. People lose their job, I can't even think about the future, if we don't die from the virus!"*).

Table 3. The evaluation of the Covid-19 in high season for tourism (between June-August 2020)

Main theme	Title	Subtitle
Covid-19 in Tourism Season	Personal feelings	Fear dimension
		Fear process
	Sectoral evaluation	Discussions and recommendations
		Cancellations and refunds
		HR Policies
	Institutional measures and supports	Official notifications
		Applications
		Economic supports

The prolong fear created by Covid-19 can cause people to wear out psychologically and experience situations that are difficult to compensate. The most optimistic response to the question “How long will the effect of the fear created by Covid-19 last? How long will people recover?” was “between 1–3 months”, while the most pessimistic responses were “1–2 years” and even “more than 2 years”. From the expressions of the participants, it was understood that the fear created by Covid-19 would affect them for a while. The opinions of the participants regarding the impact of the Covid-19 pandemic in the process, which includes the evaluation of the interviews with institutions, local governments and tourism professional organizations, provide some curious issues. The question of “Which issues were discussed with institutions related to tourism, tourism professional organizations, and tour operators?” has revealed different results. The prominent point here was that some demands put hotel businesses in an economically difficult situation in meetings with tour operators. Some participants (K1, K2, K5, K11, K12, K28) reported that tour operators made comments such as “If you do not make a price reduction, we will cancel the reservations and shift them to other discount hotels. In this case, you need to refund the early reservation price we paid.” Some tour operators demanded early reservation payments back without asking for a discount, leaving hotel businesses in a difficult situation. Other participants (K3, K4, K7, K8, K19, K21, K27) reported that “In tourism, you have to get along with the tour operator, and you shouldn't make the relationships difficult. They wanted their checks back, they asked for early reservation payments, we had to accept it. We only asked for a while, but the problem was solved as they wanted.” It is understood that the requests of the tour operators are accepted. In these meetings, while some hotel representatives (K15, K22) accepted to delay the tour operators' debts to the hotel for a while, other hotel representatives (K24, K26) have promised to tour operators that they will offer bonus, additional holidays, gifts, etc. to the guests in case the reservations are not canceled.

In this process, participants met with official institutions, local administrations, and tourism professional organizations with which they previously had not communicated. In

these interviews, the applications, recommendations, and requests of hotel businesses during the Covid-19 pandemic were evaluated. In the meetings with the Ministry of Health, and the Ministry of Culture and Tourism, the cleaning, hygiene, mask-wearing, and distance rules of the hotels, restricting the food and beverage service provision, measuring the daily body temperature of employees and guests, placing disinfectant stations in all areas, physical distance in restaurants, closing the spas, baths, and saunas, etc. and the circulars and principles to be prepared were evaluated. “There is a difference between what we are told and practice. Many hotels will not be able to benefit from these conditions, such as the situation of foreign employees...” was reported in the meeting about the short work salary application made by the hotels (K17, K37) with İŞKUR and shows that they are not satisfied with the application process. Participants could not give a concrete explanation about the importance of the employment of foreigners, which is a problem in the Covid-19 pandemic. On the other hand, some hotels (for example, K20, K23) made loan negotiations with banks to make the early reservation refunds requested by tour operators, but according to their statements, “we could not benefit from the credits and rates determined because they did not comply with the criteria announced by the ministry.” This application has not resulted in a positive result.

When asked “What happened with individual sales and reservations? What path did you follow in this regard?” the majority of hotels questioned stated that they accepted the reservation cancellations without any deduction, while only the hotels with the codes K1, K5, K12, K25 stated that they issued a reimbursement making some deductions (“Our hotel was already open, most of the customers made reservations during the pandemic. So they knew the conditions.”). Hotels that were in a difficult situation due to economic difficulties have tried to discourage customers who wanted to cancel their reservations by offering different options. Participants with codes K3, K18, K19, K23, K35, K38, K39 offered their customers to move their bookings to 2021 under the same conditions, while participants with codes K4, K6, K11, K26, K27, K31, K36 made efforts to prevent cancellations by giving them additional overnight stays during the holiday period.

The question of whether there was a change in the human resources policy in hotel establishments during the Covid-19 pandemic was also asked. In every crisis period, the most common method used by hotel businesses for cost control and savings is to reduce the number of human resources. The majority of managers state that there was a change in policies due to the decrease in the room occupancy rate and income of the hotels. According to these explanations, it was understood that the employees' qualification increased despite the decrease in the number of HR during pandemic. On the other hand, only the participating hotels with the codes K3, K4, K12, K21, K24, K26, K39 stated that there was no change in their human resources policy during the pandemic.

The relationship between hotels and other institutions are important in solving problems. Communication must be effective to implement measures successfully, although each hotel's approach to problems may differ. During the pandemic, official institutions were informed about health and safety measures, safe tourism practices, safe facility certification, etc (*According to this question; "What is the level of your relations with public institutions and tourism professional organizations? Have these institutions and organizations been informed about the measures?"*).

The most common answer was given by managers to the question of *"What was the most important practice(s) affecting hotel activities during the Covid-19 pandemic?"* was *"Travel restrictions"*. These restrictions on travel, which are the dynamic element of tourism, caused hotel room sales to stop. Because of this, border gates were closed and international flights and domestic traveling were stopped. During this period, many hotels could not open, and those that did had to close.

The answers given to the question *"What are the economic supports for the tourism sector? Do you believe these will solve the problem of the industry?"* were grouped as *"Short-time working allowance, tax deferral, VAT reduction, Credit provision and Deferral of rents to the public"*. During the Covid-19 pandemic, employees in hotels were provided with income support for a maximum of three months, in which they could not work, with *"Short-time work allowance"*. With the *"Tax deferral"*, value-added taxes that hotel businesses have to pay between April and June have been postponed for six months. The VAT rates in hotels have been temporarily reduced from 8% to 1% until the end of 2020. In addition, loans were provided to the tourism sector through the Credit Guarantee Fund and banks, and rents were deferred for state-owned real estates.

Table 4. The evaluation of the Covid-19 in low season for tourism (After September 1, 2020)

Main theme	Title	Subtitle
Covid-19 in Tourism Season	Tourism Demand	Period and size
		Tourism product
		Type of accommodation business
	Hotel management	Administration
		Investment
	Tourism policy	Promotion
		Planning
		Institutional structuring
	The new normal in tourism	Duration of holiday
		Change in expectations
		Accommodation concept

Third round interviews with hotel managers were held in September and October 2020. In this interview, the experiences and the evaluations of hotel managers in the first two rounds were discussed again. It has been noticed that hotel managers' views on the pandemic were clearer and more solution-oriented. The question of *"After the Covid-19 pandemic, will the national or international dimension of tourism become more important in the short and long term?"* has shown that the participants have different approaches to tourism. The majority of hotel managers state that domestic tourism will become more important in the short term, and international tourism in the long term. The reason for this was explained by the participants as, *"The countries should control the pandemic for international tourism; the establishment of travel safety; the completion of vaccines in all*

countries; and the provision of safe tourism services." Participants stated that the *"ease of sales and marketing, high income, foreign exchange, and facilities more suitable for international tourism"* are important for international tourism.

Most of the participants (K5, K12, K22, K23, K26) who stated that domestic tourism was more important in both short and long terms were boutique hotel owners. *"The primary target for quality service, guest value, sustainable business and guest continuity should be domestic tourism because whenever there is a crisis we turn to domestic tourism."* This reveals the situation of the tourism sector in times of crisis. One of the questions directed to the participants was *"What tourism type or product will we tend to see after Covid-19?"* Despite the experience of the Covid-19 pandemic, some of the participants argued that the preference of

sea-sand-sun in mass tourism would maintain its importance, while other participants (K1, K5, K7, K12, K15, K16, K19, K25, K27, K29, K31, K35) stated: *“People will now turn to nature, they will be interested in rural services, plateaus and outdoor activities...”* In addition, some participants (K6, K18, K20, K21, K26, K39) stated that people will continue to worry about the pandemic for a while. *“The popularity of yachts, cruisers and boats will increase. This is a matter of preference, but people will try to isolate themselves a little more...”* This includes turning to sea-based tourism. It was understood from the answers given by the participants that cultural tourism would also have an important potential with those who would participate in tourism by acting independently from individual and tour groups.

As long as Covid-19 has an effect, the common reason of the participants who stated that small-scale accommodation facilities would be preferred by tourists was that tourists could be *“away from the crowd, with less human circulation, and easy cleaning and hygiene controls.”* However, while it is seen that the demand for private facilities, such as villas, bungalows or boutique hotels, will increase costs will rise too. *“As demand for private facilities increases, this is reflected in the prices, a more expensive holiday occurs.”* On the other hand, the statements of some participants as *“Large-scale accommodation facilities are more preferred in some country markets, they do not lose their importance,”* have indicated that large-scale hotels would provide a competitive advantage, especially in certain markets. Some participants stated that *“Large-scale chain hotel businesses have created a more reliable situation, so they will always be preferred. The tourist firstly wants trust.”* This shows that hotel businesses may switch to a new structuring and management model after Covid-19.

The question of *“What kind of change do you expect in hotel management after Covid-19?”* has been one of the most challenging questions for hotel managers. This question required managers to both self-criticize and reveal the vision of the manager. The response of participants (K1, K8, K9, K11, K14, K17, K18, K28, K33) could be considered as self-criticism. *“First of all, marketing management must change! By using the new generation digital platforms in the most effective way, there will be big investments and changes to expand the target market and keep it dynamic.”* The subject that some participants (K2, K6, K7, K19, K10, K12, K13, K15, K25) referred to as *“not easy to make a difference with the current human resources structure. Creative talents need to be attracted. Opportunities and fees should be presented that can attract them to the business. If change is desired, the understanding of saving from HR wages, food, and personal rights should be abandoned”* was not only a problem of today but also a summary of a complex situation that has been ongoing for a number of years.

While the participants (K4, K5, K23, K24, K26, K27, K29, K30, K32, K35, K36, K37) argue that a significant change should be in relationship management, they also

showed that they are not unfair, saying *“Official institutions, professional organizations, hotels, and travel agencies cannot communicate with each other. Everyone blames the other. We cannot understand each other and we do not make an effort to understand. We cannot act together even though we think differently, unfortunately, our relations are weak.”* From the statements, one of the important issues to be focused on in the tourism sector is relationship management, and that hotels have always felt powerless against international tour operators for years. Participants believe that there should be a managerial change in issues such as *“budget management, quality management and crisis management”* in hotel management. It was understood that a change in quality management was also needed. Participant K22 stated that *“Quality tourists require quality facilities and management, if there is a quality tourist, there is no problem.”*

Most of the participants have suggested that *“For a certain period, with exceptions, large-scale investments will cease.”* It was meaningful that hotels with a significant decrease in their revenues will stop their large-scale investments. However, as some managers have stated, large capital groups would make new investments by taking advantage of opportunities during the crisis period. One of the expectations regarding hotel investments was that there would be mergers. Particularly the K4 and K11 coded participants who said that *“The pandemic may force some hotels to join international chains or partnerships.”* Covid-19 may cause bankruptcies in the tourism industry due to economic problems. It has also been revealed that rents in the hotel sector may increase due to both economic problems and management weakness. In the third data collection process of the research, almost all administrators gave different answers to the question *“What should be done for the formation of tourism policy in our country? What method should be followed, and what should be the priority issues?”* In addition, the following three questions were also posed: *“Can you explain your criticisms and likes of Turkey's promotion of tourism? Could you share your evaluation of tourism planning with your experiences in the Covid-19 pandemic? And after Covid-19, How should corporate structuring be in Turkish tourism?”*

The evaluations by the hotel managers on tourism promotion were included in three groups. These were indicated as *“We all try to introduce Anatolian culture with mannequins”* (K1, K11), *“When will we introduce our own values?”* (K12, K18), *“Dreams are Anatolian culture, the reality is the dancer from Africa, the show from Russia, the snake, fire, glass shards show from the Turkic republics etc.”* (K22, K26, K29) and *“An original presentation that reflects our own culture,”* (K34, K35, K39) and it has been seen that the common point is *“originality in tourism promotion.”* In many hotels, culinary services, shows, or other activities other than Turkish culture should be abandoned. Instead, it is necessary to provide promotion and services specific to national and regional culture. Managers care about emphasizing the topic of a *“healthy country image”*

in tourism promotion during the Covid-19 pandemic. For international tourism, if the strengths of the country's health system are used in promotional materials, it increases the level of trust of tourists. On the other hand, it is understood that bringing brand businesses to the forefront and emphasizing healthy and quality service will create value in the promotion of the country.

One of the most critical issues of the participants was "Tourism planning". As a result of the answers regarding this, it has been grouped into three categories as "Investment Planning, Facility Infrastructure, and Hotel Classification". Participants who stated that Investment Planning is a major problem has expressed that there was unplanned-unscheduled development without considering the physical and social capacity of a city or town. Tourism planning should be made within the framework of sustainable values with a long-term perspective and not only economic factors should be considered while planning. The planning should consider environmental and socio-cultural factors as well. Another issue emphasized by the participants was that the decrease in customer and service quality created by fabricated hotel management, which was planned according to the all-inclusive system, without considering any factors related to the facility infrastructure and hotel classifications. For this, priority should be given to the construction of facilities that are far from the all-inclusive system and suitable for local architecture and aesthetics in tourism centers. Avoiding the planning and construction of an adjacent layout are important for the aesthetic value of tourism. Tourism planning has an important place for all business lines and tourism investments in the sector. These plans should include not only the coastline but also the background of the settlement. Tourism planning should be done with a holistic approach. It is very important to provide the necessary information flow between institutions and local governments for effective tourism planning.

Institutional structuring is another factor that the participants deem important in effectively creating tourism policy. The participants who think that the regional organization authorized to eliminate the difficulties in communication with the central organization of the Ministry of Culture and Tourism will be more effective, claim that the Provincial Directorates of Culture and Tourism have increased bureaucracy and their demands to the Ministry could not be fully reflected. There were opinions that the regional organization would ease the burden on the Ministry and that faster decisions would be taken. This organization can ensure the integration with tourism professional organizations, the formation of effective policies, cooperation with tourism education institutions, and the development of human resources in the tourism sector. Participants, who thought that the lack and inadequacy of sectorial-level inspections harmed tourism, stated that even some hotels which were certified in the Covid-19 process were reluctant to fulfill their responsibilities. Therefore, they have advocated the establishment of an independent inspection mechanism at the local level.

One of the concepts that emerged during the Covid-19 process was the "new normal". In order to determine how this concept is used in tourism, answers to the questions of "Will the new regular tourists cause a change in vacation times? If it does, what kind of change will there be?", "What kind of changes will there be in hotels after Covid-19?" and "Do you expect a change in the concept of accommodation in hotels after Covid-19?" were sought. The majority of the participants have stated that the holiday period of tourists at the hotel would normally be 4-7 days. It was thought that the shortening of vacation periods would be a personal health-related measure.

After Covid-19, the participants who stated that there would be changes in hotels believed that customer sensitivity would increase regarding hygiene and cleanliness, which would be a control mechanism for hotel management. Therefore, hygiene and cleanliness as an important factor in hotels will also be reflected in costs in the coming periods. In addition, the participants argue that the restaurants will switch to an ala carte service and the all-inclusive system will be gradually abandoned. On the other hand, it is thought that consumers will have different expectations for both destination and hotel preferences. However, in the new normal, where investments in technology and digitalization will gain importance, it will not be easy for hotel businesses to give up their old applications in a short time. Participants have believed that the all-inclusive accommodation package, which has been debated for years, would be replaced by other accommodation packages after Covid-19, and they have expressed that especially bed-and-breakfast type sales would be preferred. As a justification for this, it is suggested that in the new normal people will not want to stay in the facility continuously in terms of health, and there will be an expectation of having different social and cultural experiences.

5. Discussion

The Covid-19 pandemic has negatively affected hotel businesses in many ways. It has been found that hotel managers are concerned about many issues, and these concerns are both individual and sectorial. When the literature is examined, these concerns are based on the problems that can be caused by the spread of the pandemic. Due to the danger of the spread of Covid-19, the closure of international borders, suspension of flights, curfews, social distancing rules, etc. situations can be considered as a normal consequence of this anxiety (Baum & Hai, 2020; Bhuiyan, Hassan, Darda & Habib, 2020; Sigala, 2020). In the current research, it was determined that the anxiety levels of boutique hotel operators were low before Covid-19 became widespread in Turkey. It is seen that this situation does not coincide with some study results in the literature. The reason for this may be the findings of "In the Covid-19 process, consumers will prefer small-scale hotels" mentioned in the studies of Yenisehiroglu and Salha (2020), Aydın and Dogan (2020), Kilic, Aslan and Govce (2020) and Özaltın Türker (2020). Another

factor that keeps the anxiety of boutique hotel managers at a low level is the preference of such businesses that turn to domestic tourism in times of crisis.

With the impact of Covid-19 increased, hotel managers have tried to obtain information from official institutions about the pandemic process and measures by considering finalized reservations, room sales and seasonal preparedness plans. However, it was observed that official institutions could not provide sufficient information on "*Tourism in the pandemic*". In such crisis situations, it is important that the authorized institutions meet with tourism sector representatives to make risk evaluations, determine tactics and strategies, establish short and long-term plans and programs, and hold meetings and share the decisions taken with all stakeholders (Faulkner, 2001; Ritchie, 2009). Late advice of rules and practices related to Covid-19 in the tourism sector put hotel managers in a difficult position. This situation shows that there is no crisis management planning in the tourism sector. In fact, the attitude of some officials by raising different issues has made hotel managers uneasy. It is a requirement that crisis-related planning is carried out in advance and that stakeholders participate in this planning (Coppola, 2006; Carter, 2008). Hotel managers, who could not obtain enough information from authorized institutions during the pandemic process, tried to obtain information from international tourism enterprises as a stakeholder. In the early stages of Covid-19, hotel managers tried to manage the process by negotiating with tour operators, travel agencies and other stakeholders on booking cancellations, stopping room sales, payment refunds, contract obligations and other matters.

With the spread of Covid-19 and the increase in reservation cancellations, it has been seen that hotel managers made some managerial decisions. Radical decisions were made on certain issues such as revision in the budget, reduction of employee costs, unpaid leave applications, no new employees, reduction of expenditures, and renewal and postponement of new investment decisions. As stated in the research results by Demir, Günaydın and Demir (2020), Lai and Wong (2020), Altınay Ozdemir (2020) and Bayat (2020), employees in tourism were the most affected by this situation. As a result of this situation, as stated by Kaushal and Srivastava (2020), the well-being of tourism employees was negatively affected and their pessimistic thoughts increased. In this process, work at home was initiated in units such as sales, accounting and reservation in hotels. Research results indicate that employees who can work at home in the future will primarily be preferred by businesses (Hao, Xiao & Chon, 2020; Kaushal & Srivastava, 2020). Therefore, employees in the tourism sector will need to develop different business skills and increase their technology-related knowledge. In addition, it is known that the importance of technological applications is understood in this process. It is clear that in the future, hotels will show more interest in automation, digitalization and technological applications. It can be stated that the technological transformation in hotels

will accelerate in order to attract potential tourists to their businesses and increase sales. Some research results also support this situation and it shows that robotic technology and technological applications will increase in rooms, front office, restaurant, kitchen, floor and security services and smart hotels will be preferred by tourists (Demir, Günaydın & Demir, 2020; Hao, Xiao & Chon, 2020; Özalın Türker, 2020; Sam, Kim, Badu-Baiden, Giroux & Choi, 2020; Zeng, Chen & Lew, 2020). Managers' designing their businesses in the style of smart hotels will provide them with an advantage in profitability and competitive advantage in the future.

In Turkey, the impact of a severe form of Covid-19 in the period continued (April, May, June); the anxiety of managers of hotels have been transformed into fear. This level of fear negatively affected both the social and business life of the managers. Managers began to consider the problems to be experienced economically as well as on their own health. In this process (Siddiquei & Khan, 2020), where even many international major hotel chains were negatively affected, many hotels operating in Turkey also stopped their activities or tried to survive with their equity. Issues such as meetings with tour operators (price reductions, refund of early booking payments, postponement of payments, granting holiday rights for 2021, etc.), contacting the Ministry of Culture and Tourism, applications for short work allowances, negotiations with banks (loan applications, deferral of loans, etc.) have taxed hotel managers. In this period when hotel managers were looking for solutions to problems and were greatly affected economically, they paid attention to support and incentives such as tax deferral, VAT discount, credit opportunities and rent deferrals announced by official institutions. Hotel businesses started operations with the safe tourism certification. In this process, hotels operated at half capacity in accordance with the pandemic rules determined by the authorized institutions. During this period, hygiene and cleanliness stood out as the most important factor. Managers stated that hygiene and cleanliness precautions could especially be an important factor for tourists to prefer the hotel during and after the pandemic. This situation is in parallel to some research results in the literature. Kilic, Aslan, and Govce (2020) and Özalın Türker (2020) stated in their studies that tourists would prefer hotels that meet hygiene standards. In this context, it will be significant for hotel managers to pay attention to the issue of hygiene in the future and to emphasize the hygiene status in their promotions (marketing communications).

The results of the research show that after the pandemic, the demand for nature-based, sea-based, culture-based tourism and individual and independent tours will increase. These findings are similar to the results of the research conducted by Yenisehirlioglu and Salha (2020), Aydin and Dogan (2020), Kilic, Aslan and GÖvce (2020) and Özalın Türker (2020). Tourists who want to stay away from the crowds in tourism centers or hotels have demanded different

destinations and hotels. However, this approach will not significantly reduce the demand for the sea-sand-sun tourism concept. As in some researches in the literature (Yenisehirlioglu & Salha, 2020; Aydın & Dogan, 2020; Kilic, Aslan & Gövce, 2020; Özaltın Türker, 2020), it has been determined that the hotel preferences of tourists will be small-scale and private facilities.

During the periods when the Covid-19 pandemic declined, it was observed that the communication between hotel businesses, public institutions and tourism professional organizations were more effective. The negative experience during the pandemic process enabled all stakeholders in the tourism sector to work together and the relations developed more positively. It should not be a surprise to see all kinds of developments in the tourism sector. After Covid-19, situations such as company mergers, bankruptcies, downsizing, and participation in hotel chains may be inevitable in the hotel industry. As Kilic, Aslan and Govce (2020) suggested in the context of the new normal in tourism, it is possible to state that vacation durations may be shorter. The main reason for this situation can be stated as tourists' fear of crowded places. In addition, it is possible to say that there will be changes in the expectations of the tourists during the new normal period. Issues such as hygiene and cleanliness, digitalization, facility calmness, etc. will be the main factors in tourists' choice of hotels. Carrying out marketing activities by focusing on the specified factors is important for hotel businesses.

Author contribution statements

M.Demir, S.S. Demir, A. Dalgic and F.D. Ergen contributed equally to the design and implementation of the research, to the analysis of the results and to the writing of the manuscript.

Disclosure statement

No potential competing interest was reported by the authors.

Ethics committee approval

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