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Research article

The effect of employer brand on workplace selection in the hospitality industry

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The effect of employer brand on workplace selection in the hospitality industry*

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Abstract

This study investigated the effect of employer brand on the choice of the workplace of those working in hospitality businesses. The research was carried out with students at Süleyman Demirel University and Isparta University of Applied Sciences in Isparta, Turkey. A questionnaire was administered to 550 participants through face-to-face interviews. The data were analyzed with exploratory and confirmatory factor analysis and regression analysis using SPSS. The findings indicated that four factors significantly affected workplace selection: career and development opportunities, institutional reputation, economic elements and working conditions. In contrast, employee value perceptions and social elements had no significant effect.

Keywords: Employer brand, Employers, Workplace selection, Hospitality industry, Tourism

1. Introduction

Like other social areas, the service sector has been affected by the emergence of an information-centred structure that require businesses to adapt to changes. Employer brand, which involves as proving and promoting the business to different stakeholders, especially employees, is becoming steadily more important. While various factors determine how interested businesses are in the employer brand, the most important is economic as the tourism sector, specifically hospitality businesses, are expanding their economic influence

Due to the significant benefits, they provide, hospitality businesses are particularly important in the current economic order. Hospitality businesses operate in a very competitive environment that has various advantages. Therefore, different applications are developed on the basis of the sector. One of these applications is employer branding. To gain a competitive advantage, hospitality businesses first try to attract qualified employees through employer branding. If these qualified employees and the strong reputation of the employer brand brings success, the business can strengthen its position ensure its survival by being economically superior to its competitors.

Research into employer brands shows how businesses can attract employees by offering a wide variety of benefits. By persuading potential employees to join, both the business and the employee can benefit. The importance and effects of employer brands, which also influence other stakeholders like customers and competitors, is expanding. It is therefore essential for an hospitality business, especially its human resources department, to coordinate and demonstrate the importance of employer brand for the business.

Various studies have investigated the relationship between employees and employer brand (Adler and Ghiselli, 2015; Ratna-Singh, 2013; Barrow and Mosley, 2005; Chunping and Li, 2011; Lievens et al., 2007). However, no study has considered the effect of employer brand on employees' choice of workplace in the hospitality sector. The present study is thus original as it fills this gap in the literature. The main purpose of the study is to identify specific employer brand factors and determine their effects on employees' choice of workplace. The findings are valuable as an initial source for future employer brand studies of hospitality businesses.

2. Employer brand

In workplaces, the employees' muscular or physical strength is becoming less important than their knowledge and skills. Consequently, businesses increasingly need well-qualified employees, which has created a competition between them to attract talented and knowledgeable employees. Employer brand has become an important tool in this competition (Kara, 2013: 40). By ensuring that businesses

notice the value of their employees, employer branding has led to more studies on employees.

The concept of employer brand first emerged in the UK, where then Simon Barrow clearly defined its boundaries and meaning as the advantages and progress payments that the employer promises to their employees. These advantages are used to attract the attention of potential employees who can add value to the business through their knowledge and qualifications (Barrow and Mosley, 2005: 15). The basic logic of the employer brand is to present various benefits to attract the attention of potential employees.

The employer brand is also a tool for maintaining the business-employee relationship by stimulating commitment to the business so that the employees work more willingly (Davies, 2008: 668). By increasing employee loyalty to the business, this can make them more productive so that the business can take advantage in the specified basic areas.

Establishing a successful employer brand brings several basic benefits, as follows:

- It contributes to the formation of the perception of the place where it is desired to work for the business, which is in the position of the employer. In this way, it becomes easier to include qualified employees who are thought to contribute to the business. In a way, the employer business is no longer in a situation where it chooses qualified employees, not selected by the employees, among alternative businesses during the recruitment process (Kara, 2013: 55).

- It ensures that a high rate of applications is received in the employee evaluation and procurement work carried out by the human resources (Baş, 2011:43).

- By having well-qualified employees, the business can minimize the cost of its activities and their failure rate (Barrow and Mosley, 2005: 69).

- The employer appears to be more attractive (Edwards, 2005: 266).

- The business becomes more competitive (Baş, 2011).

- The business can realize its mission (Yılmaz and Yılmaz, 2010: 301).

- The employer can develop a positive image, identity, and reputation (Özgen and Akbayır, 2011: 85).

- There is less employee turnover (Kavlakoğlu, 2018: 34).

- By performing their jobs properly, well-qualified employees make the customers satisfied and loyal, which increases sales (Barrow and Mosley, 2005: 72).

- Business recognition increases the organization's influence (Buğdaycıoğlu, 2014: 17).

Employees expect certain benefits from the business they work for. Accordingly, the employer brand includes efforts to achieve this unity of purpose formed in the employees, which is an important step towards ensuring employee satisfaction. A positive employer brand can benefit employees in their education, career, income, and psychology. These benefits include opportunities to plan their career, participate in uplifting social activities, develop necessary education and experience, earn a satisfactory income through salary, bonuses, etc., participate in a working environment with a well-developed business culture, receive support while adapting to the business, be consulting by the employer before decisions are made and feel valued (Ambler and Barrow, 1996: 187). In short, the employer brand creates advantages for both employees and the business.

2.1. Dimensions of employer brands

Various studies have identified the dimensions that define the scope of employer brands and the areas for research to focus on. Ambler and Barrow (1996), for example, identify three main dimensions:

- Economic: the financial benefits and incentives offered to employees

- Functional: the career, educational, and development opportunities offered to employees

- Psychological: the work environment, business culture, etc.

Adler and Ghiselli (2015) add a fourth dimension to those suggested by Ambler and Barrow:

- Economic: progress payments like salary, premiums, bonuses and insurance

- Functional: the features of the job, and educational and career elements

- Psychological: activities that maintain the business culture to strengthen relations between employees

- Organizational: the business's history, the employer's reputation and image, and national and international activities

Based on a review of the literature, the present study considers six employer brand dimensions (Yaşar and Demir, 2021: 185):

Value perceptions: The practices that determine value perceptions may differ significantly between businesses depending on factors like the business's size, sector, mission and vision, and competitors. Generally, however, certain practices are important, such as valuing the mentality of the employees, listening to them, exchanging ideas, and interacting constantly. A business must create a perception of value towards its employees in terms of the results it creates. It must pay attention to the factors that create a perception of value by creating a sense of commitment in the employees, increasing their motivation and productivity, and ensure a suitable business culture and working environment. Finally, by providing a perception of value to current employees, the business can effectively promote itself to attract new employees.

Career and development: This include practices like employee training activities, planning to gain experience, and career advancement guidance. Thus, the business aims to become more successful by increasing its employees' skill levels (Demir, 2014: 18; Yasar and Demir, 2019: 504).

Institutional reputation: Institutional reputation refers to the recognition and rewarding of a business by its stakeholders. This trust between a business and its stakeholders is only achieved slowly (Kadıbeşegil, 2006: 59). The business and its employees gain different advantages from efforts to create a positive institutional reputation. Employees can increase their self-esteem while their loyalty and performance may increase (Demir, 2015) if they are satisfied with the institutional culture and working environment (Tan and Demir, 2018). Businesses can attract potential employees and increase their competitive power within the sector (Kara, 2013: 47).

Economic factors: The most significant economic factor is remuneration as wages, etc. The material content and the degree of saturation of the earnings offered to the employees affects many employee attitudes and behaviours, such as satisfaction, loyalty, and productivity.

Working conditions: Working conditions are an important component of the employer brand. Employees' hesitations in certain areas must be eliminated so that they can adapt to the workplace and perform efficiently (Terlemez, 2012: 34). In particular, healthy working conditions contribute to a positive employer brand, which increases the current employees' performance and attracts potential employees.

Social elements: In addition to performing their duties, a business's management and employees need to be socially integrated and interact. It is therefore necessary for the business to carry out certain social activities and social responsibility studies. These activities in question should be varied to contribute to the formation of the employer brand from a different point of view.

These six dimensions comprising the employer brand are the independent variables for this study while choice of workplace is the dependent variable. Figure 1 shows the research model. The study tests the following six hypotheses:

H1: The perception of value created in the employees by the business significantly affects employees' choice of workplace.

H2: The career and development opportunities offered to the employees by the business significantly affects employees' choice of workplace.

H3: The business's reputation as perceived by the employees significantly affects employees' choice of workplace.

H4: The economic benefits offered to the employees by the business significantly affects employees' choice of workplace.

H5: The working conditions to the employees offered by the business significantly affects employees' choice of workplace.

H6: The social elements offered to the employees by the business significantly affects employees' choice of workplace.

Figure 1. Research model

| Value perception of employees |
| Career and development opportunities |
| Institutional reputation |
| Economic factors |
| Working conditions |
| Social elements |

→ Workplace selection
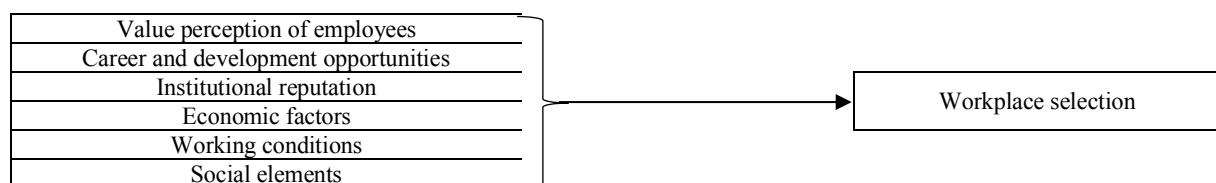
3. Method

3.1. Research scale

Data were collected using a quantitative questionnaire as appropriate for the purpose of the study. The questionnaire form consisted of two parts. The first had open-ended questions to determine the participants' demographic characteristics. The second part had 48 statements about the employer brand dimensions affecting the participants' workplace selection. The participants responded on a 5-point Likert scale (1: Strongly Disagree, 2: Disagree, 3: Undecided, 4: Agree, 5: Strongly Agree).

The statements about the employer brand dimensions were obtained from Demir and Demir (2016), Knox and Freeman (2006), Maxwell and Knox (2009), Moroko and Uncles (2008) and Roy (2008). The statements from English-language sources were translated into Turkish by two academics who are experts in their fields. Two other academics then back-translated the statements.

3.2. Research population and data collection

The research population consisted of students studying in the tourism departments of Süleyman Demirel University and Isparta University of Applied Sciences. The survey was conducted in April and May 2019. After obtaining the necessary permissions, 550 questionnaires were prepared and distributed. All questionnaire forms were completed face to face. Of the completed questionnaires, 10 were received

empty and 27 were excluded for incompleteness, leaving a research sample of 513 questionnaires. This satisfied the requirement to reach the 95% confidence interval of the sample and to have at least five times (48 x 5 = 240) the number of items to perform factor analysis.

3.3. Data analysis

The research data were analyzed using SPSS which was developed for quantitative research in social sciences. The validity and reliability of the measurement tool were tested while the participants' demographic characteristics were examined using frequency and percentage distributions. Factor, correlation and regression analyses were carried out to test the hypotheses to identify which employer brand dimensions affect the participants' choice of workplace.

3.4. Participants' demographic characteristics

Regarding age, 94.9% of the participants were 18-25 years old while 97. 1% were single, 55.9% had graduated from other types of high schools and 44.1% were from tourism vocational high schools. Regarding work experience, 40.2% had less than a year, 29.2% had 1-3 years, 23.6% had 4-6 years. Finally, 67.4% had worked in hotels.

4. Findings

4.1. Scale reliability and validity analysis

Factor analysis was performed to determine the research scale's factor structure. As a result, several items were excluded from further analysis. Some lacked the appropriate properties and values, some distorted the scale's overall statistical structure statistically, and each of them taking place alone in the free grouping in factor analysis. Based on the factor analysis, 37 statements were retained under the following seven dimensions: employee value perception, career and development opportunities, institutional reputation, economic factors, working conditions, social elements and workplace selection. The seven factors explained 65% of the total variance. The Kaiser-Mayer-Olkin sample adequacy level of the scale was 94.5% while the Bartlett test result for globosity was 10974.9, which was significant at p<0.01 level. Table 2 shows the correlations between the employer brand dimensions and employees' choice of workplace.

There were moderately significant positive linear relationships between workplace selection and perception of value for employees (r=.659, p<0.01), career and development opportunities (r=.647, p<0.01) and social elements (r=.519, p<0.01). There were highly significant positive linear relationships between workplace selection and institutional reputation (r=.729, p<0.01), economic factors (r=.799, p<0.01) and working conditions (r=.852, p<0.01).

4.2. Regression analysis and hypothesis testing

Multiple regression analysis was conducted to determine whether each employer brand dimensions affected

workplace selection. The results are shown in Table 3. The independent variables were the employer brand dimensions while the dependent variable was workplace selection.

4.3. Correlation analysis

The analysis indicated that only four employer brand dimensions significantly affect employees' choice of workplace.

First, career and development opportunities had a significant effect on Workplace Selection (t=2.02; p=.044). That is, potential employees are more likely to choose a workplace that provides opportunities to work abroad, offers experience in different departments, arranges orientation programs that prioritize employee development, helps employees by making career plans, adopts a fair approach to promotions, and actually implements these policies.

Second, institutional reputation had a significant effect on Workplace Selection (t=3.11; p=.002). That is, employees are more likely to choose a workplace if the business has a certain prestige, especially international recognition, ethical rules regarding its operations, an impression of trust, and being a place where employees want to work.

Third, economic factors significantly affected Workplace Selection (t=2.51; p=.012). That is, potential employees are more likely to choose a workplace that offers attractive remuneration, pays wages and bonuses on time, and follows regulations regarding insurance compensation, etc.

Fourth, working conditions significantly affected Workplace Selection (t=11.6 and p=.000). That is, potential employees are more likely to choose a workplace with a cooperative culture, a calm and motivating work environment, equitable, non-discriminatory workload distribution, technologically up-to-date working environment, and clearly defined working hours.

In contrast, perception of value to employees had no effect on Workplace Selection (t=-.678; p=.498). That is, it makes no difference to potential employees' choice of workplace whether management gives importance to employees, trusts them, helps them when necessary, cares about their opinions, creates a sense of belonging, or is sincere in attitudes and behaviour.

Similarly, social factors had no effect on Workplace Selection (t=-1.39; p=.163). That is, it makes no difference to employees' choice of workplace whether employees and their families participate in activities organized by the business or other organizations, or employees represent the business at these events.

5. Conclusion

Tourism is a competitive and growing sector that has increasing influence both locally and globally. Therefore, tourism businesses must adopt new techniques to gain a more advantageous position. One of these is employer branding. Businesses that give sufficient importance to their

own employer brand can benefit from multiplier effects to eliminate rival businesses. The first advantage of a positive employer brand is that the business can more easily recruit qualified employees. Once these qualified employees work in the business, they can provide customer services more successfully, which increases customer satisfaction and ultimately ensures higher sales, greater customer loyalty, and the ability to outcompete other business rivals. To maintain this multiplier effect, the business must first recruit qualified employees and create an effective employer brand.

Table 1. Factor analysis results

Factors	Number of Items	Cronbach's Alpha	Eigenvalue	Variance (%)
Employee value perception	6	.89	12.85	34.73
Career and development opportunities	6	.81	4.03	10.90
Institutional reputation	6	.86	2.14	5.79
Economic factors	5	.90	1.52	4.11
Working conditions	7	.87	1.32	3.57
Social elements	4	.83	1.12	3.04
Workplace selection	3	.86	1.06	2.87
General α=.95; KMO=.945; Bartlett's Test=10974.9; AVO= 65.05				

Table 2. Correlation analysis results

Variables	1	2	3	4	5	6	7
1 employee value perception	1						
2 Career and development opportunities	.893**	1					
3 institutional reputation	.763**	.715**	1				
4 economic factors	.714**	.688**	.760**	1			
5 working conditions	.706**	.680**	.772**	.891**	1		
6 social elements	.576**	.601**	.507**	.591**	.610**	1	
7 workplace selection	.659**	.647**	.729**	.799**	.852**	.519**	1
*p<0.05; **p<0.01							

Table 3. Regression analysis results

Variables	Non-standardized coefficients		Standardized coefficients	t	p
	B	St. error	β		
Constant	.443	.107		4.132	.000
1 employee value perception	-.032	.048	-.037	-.678	.498
2 Career and development opportunities	.092	.045	.104	2.023	.044
3 institutional reputation	.126	.041	.127	3.115	.002
4 economic factors	.131	.052	.131	2.515	.012
5 working conditions	.625	.054	.618	11.606	.000
6 social elements	-.036	.025	-.042	-1.398	.163
Dependent variable (Workplace Selection): R=.863; R²= .746; Adjusted R²=.743; F= 247.163; p<.001					

Table 4. Hypotheses results

Hypotheses	t	p	Result
H1: The perception of value created in the employees by the business significantly affects employees' choice of workplace.	-.678	.498	Rejected
H2: The career and development opportunities offered to the employees by the business significantly affects employees' choice of workplace.	2.023	.044	Accepted
H3: The business's reputation as perceived by the employees significantly affects employees' choice of workplace.	3.115	.002	Accepted
H4: The economic benefits offered to the employees by the business significantly affects employees' choice of workplace.	2.515	.012	Accepted
H5: The working conditions to the employees offered by the business significantly affects employees' choice of workplace.	11.60	.000	Accepted
H6: The social elements offered to the employees by the business significantly affects employees' choice of workplace.	1.398	.163	Rejected

The correlation analysis indicated both moderate and strong positive relationships between workplace selection and the employer brand dimensions. The strongest relationship was with working conditions while the weakest relationship was with social elements.

The multiple regression analysis indicated that four employer brand dimensions significantly affected workplace selection: career and development opportunities, institutional reputation, economic factors and working conditions. In contrast, perception of value to employees and social factors had no significant effect.

Employees develop their career plans based on their own priorities before choosing which business to work in. Obviously, employees must develop their careers successfully to maintain a suitable level of welfare, meet their needs, and gain satisfaction, such as respectability, recognition and success. Therefore, potential employees evaluate businesses and employer brands in terms of the elements that can support their career plans through career planning, training and development, opportunities to gain experience in different fields, and periodic promotions based on clear criteria.

Various studies have shown the importance of these factors. Kesoğlu (2017), for example, concluded that promotion and career opportunities significantly affect organizational commitment. Kucherov and Zavyalova (2012) included the career and development factor within the functional dimension. They concluded that the employer brand should include opportunities given to employees to improve themselves. Melin (2005) found that potential employees especially prefer businesses that offer training opportunities. Likewise, Ambler and Barrow (1996) included career and development opportunities while explaining the dimensions of employer branding. Confirming the importance of promoting the employees' careers and development, hypothesis H2 was accepted.

Employer branding studies indicate that businesses need to gain the respect of their stakeholders on symbolic issues, such as employer reputation and employer image. In support of this, the regression analysis results indicated that the institutional reputation dimension had the strongest effect on workplace selection after working conditions. That is, employers give importance to the name of the business as a reference to potential employees, stakeholder trust, their international reputation, following ethical rules and being preferred by other employees.

Previous studies also confirm the importance of institutional reputation within the employer brand. Lievens et al. (2007), for example, found that qualified employees pay more attention to reputation while Cable and Turban (2003) found that recognition and reputation are the first factors that potential employees consider when choosing a workplace. Adler and Ghiselli (2015) also included employer reputation and image within the organizational dimension while explaining the dimensions of the employer brand. Hypothesis H3 was accepted, confirming that potential employees are

sensitive to a business's name, reliability, recognition and understanding, and their desire to add added value to their careers, guarantee their financial security, and benefit from the business's corporate reputation both in business and social life.

The importance of economic benefits, such as salary, bonuses, insurance and other compensation, vary between employees. Given its importance, many studies have included it as a dimension of the employer brand. Khoshnevis and Gholipour (2017), for example, found that economic factors comprise the most important employer brand factor for employees. Similarly, Öksüz (2019) found that economic factors, especially salary, are critical for employer branding, and this was confirmed by subsequent studies. Berthon et al. (2005), Maxwell and Knox (2009), Kimpakom and Dimmitt (2007) all included the economic dimension in employer branding. In line with previous research, hypothesis H4 was accepted. That is, potential employees are motivated by economic benefits to meet basic needs, gain prestige and social status, and be more productive.

Working conditions are important for efficient performance of workplace tasks. Given that they determine employee performance levels and their commitment to the job and the business, they are critical to helping employees throughout their career. Working conditions are thus a critical employer brand element because they increase employee motivation and help employees succeed at work and transfer this success to their social lives. Previous studies have therefore included working conditions as an essential element in employer branding.

Rampl (2014), for example, found that working conditions was the branding factor that employees most prioritized. Similarly, Öksüz (2019) concluded that the working environment is a key factor for employer branding and that working conditions are more important than economic factors for some employees. Burawat (2015) showed that working conditions creates expectations for employees and that the provision of working conditions in businesses affects employees. According to Sağır (2016), employee productivity and commitment increases if the working conditions reach the desired level. Likewise, Oğuz (2012), Lievens and Highhouse (2003), Kara (2013) and Jain and Bhatt (2015) all argue that employer branding should include working conditions as one of its dimensions. Finally, Demir (2011) found that working conditions significantly affect employees' intention to stay at work. In line with these studies, hypothesis H5 was confirmed, showing that working conditions are a motivating factor for potential employees.

Employee value perception and social elements should be included in the employer brand. However, Şahin (2011) and Şenel (2012) conclude that employees below a certain age cannot make a complete decision regarding their career plan and the elements they value. Therefore, their job commitment tends to be low. At certain ages, employees are more motivated by relatively concrete issues like economic

factors and working conditions. Therefore, they do not prioritize more abstract dimensions like perception of value. Accordingly, hypotheses H1 and H were both rejected in the present study.

This study, which aimed to determine the effect of employer brand on employees' choice of workplace, showed that Career and Development Opportunities, Institutional Reputation, Economic Factors and Working Conditions significantly influence workplace selection whereas Perception of Value to Employees and Social Elements do not. Thus, four hypotheses were accepted and two were rejected.

These findings have several theoretical and practical implications.

- Businesses need to give the necessary importance to the employer brand to retain existing employees and attract potential employees.

- Although this study suggested that creating a perception of value for the employees and social elements have no effect on the employer brand, businesses should consider the age range of their employees and determine whether they have such priorities when doing value perception and social elements activities.

- Career and development opportunities significantly affect the employer brand. Therefore, business should include relevant elements within the employer brand, such as training and development programs, business and human resources for employees, career planning, opportunities to work in different departments and abroad, and equitable in promotions.

- Businesses should consider elements like the business name, reputation, image, trust and attractiveness.

- Businesses should protect and implement fairly employees' rights regarding salary, bonuses, and regulations governing employee compensation and insurance.

- Working conditions should be designed to maximise performance and job commitment while tasks should be distributed equitably among employees.

- Businesses should develop plans to create employer brands.

- As the responsible department for employee-related activities, human resources should take more responsibility.

- To compete internationally, tourism sector businesses should be encouraged to work on employer branding.

Author contribution statements

The author declares that he contributed to the design and implementation of the research, the analysis of the results, and the writing of the article.

Disclosure statement

No potential competing interest was reported by the author.

Ethics committee approval

All responsibility belongs to the researcher. This article is produced from the master thesis cited as "Yaşar, E. (2020). The effect of employer brand on the workplace selection: The case of hospitality businesses. (Unpublished Thesis), Süleyman Demirel University, Isparta".

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Research article

Service quality in hospitality businesses and its effect on revisit intention during the Covid-19

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Service quality in hospitality businesses and its effect on revisit intention during the Covid-19

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Abstract

The tourism industry has been one of the sectors most affected by the Coronavirus (Covid-19). Hospitality businesses constitute an important part of the tourism industry. In the new era, it is vital producing safe service under Covid-19 to the hotel customers. In the study, it was examined the effect of service quality given under Covid-19 conditions on guest satisfaction and the effect of the "Safe Tourism" certificate on buying behavior of tourists towards hotels. In the first part of the study, there are two questions about the socio-demographic characteristics of the participants. In the second part, the reasons why the customers prefer the hospitality establishments were asked. In the third part, the perceived quality level of the customers about the service of the hospitality business was measured. In the fourth part, there are five dependent variables based on a five-point It was found in the study that the quality of the service provided in the hospitality establishments and the level of satisfaction provided under Covid-19 conditions affect the intention to revisit the establishments. It was also found that the "Safe Tourism" certificate used by travel operators for marketing had a positive effect on choosing/buying hospitality establishments for holidays.

Keywords: *Hotel, service quality, satisfaction, loyalty, Covid-19, Bodrum*

1. Introduction

The Covid-19 has caused severe physical and moral losses in human life like other outbreaks (Sars, Mers, Ebola, etc.) that have occurred in the world previously (Ashikul et al., 2020; Gössling et al., 2020; Rivera, 2020). The tourism industry is one of the most affected sectors by the Covid-19 (Demir et al., 2020; Demir, 2021; Pavlatos et al., 2020). The big sectoral income loss is still actual by the spread of the Covid-19 starting from China at the end of 2019. Industry executives who want to be hopeful for the future are also concerned about the continuation of the effects of the virus (Gursoy & Chi, 2020; Rivera, 2020). As in many sectors/sub-sectors, tourism is an area where travelers and employees interact to produce and consume many different services. The level of this communication is also quite high and intense in hospitality establishments (Ashikul et al., 2020; Henderson & Ng, 2004; Rivera, 2020).

Hospitality businesses constitute an important part of the tourism industry. In such facilities, customers meet not only rest/holiday but also other needs such as entertainment, restaurant and bar services, gambling, sports, SPA, swimming pools. The satisfaction level of customers and their intention to revisit can be affected by the quality of services provided, the location of the business, and the satisfaction level felt by customers (Hapsari et al., 2016; Hu et al., 2021; Kim et al., 2007; Manhas & Tukamushaba, 2015). The resulting satisfaction will encourage the tourist to come back to the hospitality establishment. Otherwise, repeat purchasing behavior may be adversely affected (Mudie et al., 2003). Like the new situation in the Covid-19 conditions, the management and the success of the hospitality business are very closely tied to the new economic conditions.

There are still difficulties in changing and developing technology, new health protocols, compliance of customers with new Covid-19 conditions, service detail, production, and consumption in the same environment (Hu, et al., 2021). Regulations of health authorities and expectations of customers, the difficulty of creating customer satisfaction, and repeat visit behavior of hospitality businesses are felt more at every stage of service (Gursoy & Chi, 2020; Rivera, 2020). The loss of the travel and hospitality industry has reached the level of 90% - during the beginning of the Covid-19 restrictions. The number of tourists coming to

Turkey in 2019 reached 51.7 million, in 2020 15.9 million due to restrictions, and 25 million in 2021 with intensive vaccination (KTB, 2022).

It is very difficult and time-consuming to eliminate the negative effect of the service used by a customer for any reason. Thus, hospitality businesses need to make efforts to ensure customer satisfaction and make this satisfaction sustainable even under difficult conditions such as Covid-19 (Japutra & Situmorang, 2021; Wen et al., 2020; Wen et al., 2021). It is important to produce and deliver the service at the desired quality, to measure service quality/satisfaction, and to evaluate repurchase intent as a result of feedback, even under special conditions such as pandemic conditions (Ritchie & Jiang, 2019). The purpose of this study is to reveal the service quality perception and the revisit intention of customers who had a holiday under Covid-19 conditions in a five-star hotel operating in Bodrum.

2. Literature review

The key success of today's competitive market depends on providing high-quality service and this leads to an increased level of customer satisfaction. Therefore, customer assessment for the quality of service level in the hospitality industry is important in the development of the business (Chen & Tsai, 2008; Khan et al., 2016). However, hospitality facilities need to provide a competitive service to satisfy their customers and gain customer loyalty (Chen et al., 2020). Kotler (2001) defines service as "any intangible act or performance that one party offers to another that does not result in the ownership of anything." In another way, we can define service as an intangible offer from service provider to his/her service receiver in exchange of money for comfort and pleasure. Grönroos (2000), on the other hand, stated that service is normally a process consisting of an important of more/fewer intangible activities but does not always, occur physically and/or having mutual effect between customer and service personnel.

Two separate offerings/presentations of the same service can't be the same, as the service is often performances produced by humans. The quality and contents of the service will change from one service provider to another, from customer to customer, and even from day to day. The service has no standards and the variability is quite high. Heterogeneity in services is often the result of human interaction. On one hand, the service is not easy to be offered at the same level by the service producers, on the other hand, all the customers may not perceive service at similar feelings. We can say that the same service provided at different periods cannot be felt the same by the same buyer (Kumar & Shah, 2004; Zeithaml & Bitner, 2000). Hospitality managers are concentrating on quality and standards to receive the basic demand of customers. When managers identify and understand their customers' needs, it will be easier to provide and fulfill their needs and wants (Juwaheer & Ross, 2003). It is so clear that a more satisfied customer may turn into a repeat or more/longer staying guests (Choi & Chu, 2001).

Customer satisfaction is the attitude/evaluation formed by comparing the customer's expectations before purchasing a product/service with the level of satisfaction they get with their subjective perceptions. In another definition, satisfaction is also interpreted as a customer's satisfaction or unhappiness resulting from comparing the perceived performance of a good/service with his/her expectation (Kotler 2000; Lucini et. al., 2020; Oliver, 1980; Yi, 1990). Service quality and customer satisfaction in hospitality businesses are the main reasons for businesses to continue their long-term activities and profitability. In particular, the positive behaviors of loyal customers for the business during the crisis turn into a very critical and important advantage (Gupta & Zeithaml, 2006). In this case, service quality and customer loyalty are two main issues for hospitality businesses (Slack & Singh, 2020). Today, customers expect a more detailed and different type of service from hospitality businesses. Customers' origin, nationality, gender, etc., are among the important details in planning and improving service and service quality.

A satisfied customer may turn to repurchase behavior by evaluating and interpreting the service he/she receives positively. At the same time, it can cause feelings of loyalty by sharing its evaluations with other people (Del Bosque & Martin, 2008). On the other hand, a customer with a negative experience may act in the opposite direction and cause the company to lose customers (Narangajavana, 2007; Pizam et al., 2016; Walters et al., 2002). The survival of companies depends on the level of satisfaction they provide to their customers due to the goods/services they produce (Nitecki & Hernon, 2000; Parasuraman et al., 1985).

Kotler et al., (2003) mentions the benefits of service quality to businesses. A quality service set will lead to the formation of loyal customers (Rindfleisch & Moorman, 2003) and favor the company. Such a situation will also be effective in purchasing decisions. Re-preferring the service contributes to customer satisfaction and the recommendation of the satisfied customer to other potential customers. A business known for providing quality service will have a stronger and more sustainable competitive advantage than others (Lucini et al., 2020). On the other hand, it is expected that the personnel who will work in the service industry and especially in the hospitality enterprises act quickly and produce quality products. Successful and innovative personnel will also contribute to the quality of the service (Pizam et al., 2016). It will be easier to employ a successful workforce and the cost of training and adapting to the job will be lower (Hu et al., 2009; Lai, 2019). On the other hand, a high-quality service system will have an operating cost. Ensuring continuity in service quality depends on a planned management and training system and is important for the continuity of the mentioned advantages.

The service industry and especially the hospitality businesses should not ignore the customer loyalty factor. In the simplest terms, if the service quality and performance are lower than expected, the customer will be disappointed and loyalty will not occur. However, if the quality meets the expectations, customer satisfaction will occur and it will be possible to turn into loyalty (Pacheco, 2017). In this case, loyalty is the formation of a consumer's attitudes and behaviors towards purchasing and using the product as a result of previous experiences. There is a strong positive relationship between customer satisfaction and customer loyalty (Cheng & Tsai, 2008; Donio et al., 2006; Rauch et al., 2015; Story & Hess, 2006). Most researchers have concluded that customer satisfaction is a predictor of customer loyalty (Faullant et al., 2008; Leverin & Liljander, 2006; Ren et al., 2015).

Pont & McQuilken (2005) found that customer satisfaction and customer loyalty are related, but they pointed out that customers with high satisfaction levels are not always loyal customers. Similarly, Pleshko (2009) and Al-Wugayan & Pleshko (2010) pointed out that there is no relationship between customer satisfaction and loyalty. Al-Wugayan and Pleshko (2010) mention that their findings contradict the results of most studies.

Customers are the demanding party in every industry. However, in hospitality establishments, this demand constitutes the most important issue that is service quality. Since service quality is the main factor that ensures guest satisfaction, implementing a successful service quality strategy will be an important requirement for the hospitality business (Lucini et al., 2020). Inadequate service quality will create dissatisfied customers in the hospitality business. This will naturally reduce the intention to revisit the hospitality business and its competitive advantage (Demir et al., 2020, 2021a, 2021b; Günaydın, 2015). Due to the effects of the Covid-19 pandemic conditions on the tourism revenues, product supply, management, and state-firm relations of the countries, it was inevitable to redefine the standards of services (Azlan et al., 2020; Günaydın & Kozak, 2022). For this reason, the WHO and the health authorities of the countries have announced the new rules. Accommodation businesses have also started to produce services by the new normal.

Early academic studies stated that the tourism industry was affected by pandemics dramatically (Cr´o & Martins, 2017; Dalgıç et al., 2021). In such pandemic conditions, it is mentioned that experienced managers take responsibility, develop a new strategic management approach and solve problems according to local needs (Pavlatos et al., 2020). The covid-19 crisis has made it difficult for businesses to manage their human sources on a global scale and has become an important cost issue (Koirala & Acharya, 2020). Hospitality managers stated that their incomes decrease (Gursoy & Chi, 2020), their expenses increase and their occupancy decreases dramatically (Hameed et al., 2021; Lai & Wong, 2020), and faced difficulties for future finan-

cial planning (Günaydın & Özer, 2021; Ramelli & Wagner, 2020). Due to the crisis to continue, it is imperative to carefully maintain the new normal service approach by health regulations (Naumov et al., 2020). The travel industry states that vacationers' health concerns still persist. In line with the Covid-19 recommendations of WHO and local authorities, social distance and hygiene practices (Gossling et al., 2020) affect customers' perceptions of quality. In changing conditions, service/quality expectations and perceptions of customers also change (Günaydın et al., 2021; Oliver, 1980). Zenker & Kock (2020) identified six topics caused by the crisis. These; level of complexity, change in the destination image, change in guest behavior, change in life and behavior of local people, change in the tourism industry, and long-term direct/indirect effects.

There have also been significant changes in the hospitality industry services due to Covid-19. Social distance, hygiene, masks became a necessity for airports, vehicles, cities, and hotels. Covid-19 or similar infectious diseases have become an important health problem that starts from the local and spreads to the general (Delea et al., 2020). Regular, clean, and hygienic service and environment in hotel businesses are very important in terms of customer perception and first impression (Vilnai-Yavetz & Gilboa, 2010). For this reason, for customers who know the holiday, hygiene and quality service are very effective in terms of customer satisfaction and repurchase intention (Pizam & Tasci, 2019). Due to Covid-19 procedures, a new disinfection method process was started in the room, public areas, lobby, restaurant, bar, beach, indoor pool, SPA center, etc. Guests accustomed to the all-inclusive system in the normal period initially found these practices strange, objected, and protested the health and safety practices with comments that "this is an all-inclusive hotel, not a prison" (Günaydın & Özer, 2021). In this process, there were serious differences/criticisms in the service process and quality perception (Günaydın & Kozak, 2022). Especially in all-inclusive hotels, an open buffet food presentation was made by the staff. A similar method was applied in bar services.

The above studies have discussed the main effects and suggestions of Covid-19 in the tourism industry. However, studies on service quality and its effects on repurchasing in accommodation establishments under Covid-19 conditions are limited. The purpose of this study is to understand what service factors are effective on tourists' re-visit intention to hotels under Covid-19 conditions. Therefore, this study is expected to make an important contribution to the literature.

3. Method

The continuous measurement of service level lies behind the continuous improvement of quality in hospitality establishments. Hotel managers should measure their service quality to decide where to start and set priorities.

Managers and employees should use customer satisfaction and quality measurement results to find and solve the causes of problems by working systematically (Chen & Gursoy, 2001). As in hospitality businesses, traditional qualitative (interviews), quantitative (surveys), or a combination of both approaches are used by academics to assess customer satisfaction dimensions (Guo et al., 2017). However, these methods have clear shortcomings regarding time consumption and accuracy of results, as noted in many studies (Lucini et al., 2020; Wan & Gao, 2015). The size of the sample, the inconsistency of the indicators in the factors, or the random answers of the questionnaire may lead to biased results (Chow, 2015).

The questionnaire, which was created based on the information in the literature and the scale applied by the author before, was used as a model in this study (Günaydın, 2015). In the first part, there are two questions about the socio-demographic characteristics of the participants. In the second part, the reasons why the customers prefer the hospitality business were asked. In the third part, the perceived quality level of the customers about the service of the hospitality business was measured. In this section, there were 32 questions following the five-point Likert scale coded as "Strongly agree-Strongly disagree". In the fourth part, there are five dependent variables based on a five-point Likert scale, showing the general satisfaction level of customers, their intent to revisit and recommend to others under the conditions of Covid-19.

The fact that the study was conducted in the summer of 2021 caused the participants to be from limited countries. International travel restrictions have resulted in a low number of target markets expected to arrive in Bodrum. Accordingly, the occupancy rate in hospitality establishments remained below compared to a normal period. Therefore, participation in the research was limited. A pilot study was conducted to be tested with 20 customers between 1-5 July 2021. According to the preliminary findings, it was seen that the questions were understandable and sufficient. The main data collection process of the research was completed between 15 July and 14 October 2021. The questionnaires were given to the customers just before they left the hospitality establishment and they were asked to fill in the questionnaires voluntarily. This research has ethical approval from Isparta University of Applied Sciences, Ethics Committee of Human Researches in Social Sciences (Date: 14.08.2020; Approval: 27/2)

4. Results

As a result of the research, 119 questionnaires filled completely were evaluated and 12 questionnaires filled incorrectly and incompletely were excluded from the evaluation. The demographic distribution of the participants is shown in Table 1. In the study, first of all, reliability and validity analyzes were performed to determine the consistency and statistical robustness of the data. In research, the validity and reliability analysis was not carried out or

the use of measurement tools that are low for social sciences causes all the results to be negatively affected (Sekaran, 2003). Reliability, which reveals the consistency of all questions in a measurement tool, their homogeneity and sufficiency in measuring the formation under consideration (Özdamar, 2004); In other words, it is a criterion used to test whether the statements that make up the measurement tool developed to collect data on the units that make up the sample on any subject are consistent with each other (Ural & Kılıç, 2005).

Table 1. Demographic characteristics of the participants

Demographic variables		n	%	Label
Gender	Female	59	49	2
	Male	60	51	1
Country	Rus+Ukr	47	40	1
	POL	9	8	2
	TR	46	38	3
	Other	17	14	4
	Total	119	100	

Reliability analysis measures the internal consistency between the items in a scale and gives information about the relationships between these items (Bayram, 2004). The validity, on the other hand, is used to explain how much the findings reflect the researched subject, and the validity of research is to develop measurement tools or research methods that will fully cover the researched problem, and validity analysis refers to taking the necessary precautions to reach the right information (Sekaran, 2003; Yıldırım & Şimşek, 2008). As a result of the test, the general reliability of the data (Cronbach Alpha) was 0.91. This result is considered to have very high reliability (Nunnaly, 1978).

4.1. Factor analysis

The results of the Factor Analysis are shown in Table 2. The result of the Bartlett test was 3096.360 and the $p < 0.001$ level, and the Kaiser-Meyer-Olkin sample value is 0.797. These results have indicated that the process can be continued for factor analysis. First-factor group was defined by % 38,23 and expressed with seven variables. Second-factor group was defined by % 9,11 and expressed with eight variables. Third-factor group was defined by % 7,38 and expressed with six variables. Fourth-factor group was defined by % 5,91 and expressed with six variables. Fifth-factor group was defined by % 4,95 and expressed with four variables. Sixth-factor group was defined by % 3,66 and expressed with four variables.

4.2. Regression analysis

Regression analysis is a method used to measure the relationship between two or more variables. Regression analysis mainly aims to determine the nature of the relationship between the variables. Regression analysis is performed to determine the relationship between two or more variables that have a cause-effect relationship between them and to make predictions or estimations about that subject by using this relationship.

Table 2. Factor analysis results

Factors	Factor loading	Eigenvalue	AVE	Mean	F	α	P
Reception & GR (Guest relations)		*13.384*	*38.239*	*1,38*	*,201*	*.88*	*,976*
GR welcome	,870						
GR informing	,849						
GR staff	,824						
Reception bellboy	,696						
Welcome	,577						
Information	,486						
Staff	,456						
Restaurants		*3.191*	*9,117*	*1,60*	*3,778*	*,91*	*,000*
Snack food quality	,839						
Snack food variety	,778						
Tidiness	,677						
Snack staff	,636						
Main restaurant food quality	,613						
Main restaurant food variety	,492						
Tidiness	,470						
Main restaurant staff	,465						
Room		*2,585*	*7,386*	*1,78*	*3,798*	*,87*	*,002*
Tidiness	,796						
Room staff	,744						
Room comfort	,714						
Public area cleanliness	,614						
Public area pool	,538						
Public area beach	,490						
Bars		*2,071*	*5,917*	*1,44*	*5,893*	*,88*	*,000*
Tidiness	,833						
Lobby beverage variety	,818						
Lobby bar staff	,696						
Tidiness	,662						
Pool bar staff	,643						
Pool bar beverage variety	,589						
Animation		*1,733*	*4,950*	*1,64*	*4,134*	*,85*	*,007*
Animation day	,775						
Animation night	,758						
Animation staff	,735						
Animation mini club	,720						
Location		*1,283*	*3,667*	*1,41*	*21,009*	*,63*	*,000*
City	,824						
Seaside	,800						
City Bodrum	,751						
Landscape	,731						
KMO= 0.797, Bartlett's Test of Sphericity= 3096,360; df=595; Sig.=0.000							

Table 3. Regression analysis results

	Loyalty						Quality						Covid-19		
	Dependent variables						*Dependent variables*						*Dependent variable*		
Independent variables	Revisit hotel X			Recommend hotel X			Service quality			Service satisfaction			Revisit after Covid-19		
	β	t	Sig.	β	t	Sig.	β	t	Sig.	β	t	Sig.	β	t	Sig.
Fixed	,396	1,412	0,16	-0,07	-0,28	0,78		-0,92	0,36		0,809	0,42		1,915	0,06
Reception & GR	-0,29	-1,46	0,15	-0,18	-1,09	0,28	0,098	0,888	0,38	-0,07	0,559	0,58	0,291	0,989	0,33
Restaurants	0,162	0,951	0,34	0,287	1,934	0,06	0,418	4,333	0,00	0,601	5,859	0,00	0,829	3,23	0,00
Room & cleaning	0,653	4,304	0,00	0,554	4,142	0,00	0,57	6,565	0,00	0,445	4,889	0,00	0,437	1,896	0,06
Bars	0,299	1,733	0,09	0,428	2,882	0,01	0,216	2,221	0,03	0,301	2,903	0,00	-0,48	-1,89	0,06
Animation	-0,12	-1,03	0,30	-0,16	-1,65	0,10	-0,21	-3,25	0,00	-0,21	-2,98	0,00	0,009	0,05	0,96
Location	0,272	1,616	0,11	0,283	1,955	0,05	0,065	0,686	0,49	-0,09	-0,9	0,37	-0,29	-1,14	0,26
	R= 0,641; R²=0,411 Adjusted R=0,378			R= 0,731; R²=0,535 Adjusted R=0,509			R= 0,854; R²=0,730 Adjusted R=0,715			R= 0,831; R²=0,690 Adjusted R=0,673			R= 0,540; R²=0,291 Adjusted R=0,251		
	F= 12,659 Sig = .001			F= 20,690 Sig.=.001			F= 49,130 Sig= .001			F= 40,389 Sig=.001			F= 7,259 Sig= .001		

If the analysis is done using a single variable, it is called univariate regression, if more than one variable is used, it is called multivariate regression analysis (Büyüköztürk, 2004; Sekaran, 2003). In the study, it is necessary to reveal the relations between dependent and independent variables. There are five dependent variables (DV) in total.

These are;

Loyalty:
DV1 Would you consider taking a vacation at hotel X again?
DV2 Would you recommend hotel X to your friends?

Quality:
DV3 Overall, were you satisfied with the quality of service at hotel X?
DV4 Overall, were you satisfied with hotel X?

Covid-19:
DV5 Does the service you received under Covid-19 conditions positively affect your revisit to hotel X?

Six factor variable groups were included as independent variables in the study. These are;
1) Reception and GR (Guest Relations), 2) Restaurants, 3) Room and cleaning, 4) Bars, 5) Animation 6) Location.

"Restaurants" variable appears to have a positive and significant effect on service quality (p<.001), general satisfaction (p<.001), and the intention to revisit (p<.001) the hospitality establishment. The employees who perform the service delivery, especially hygiene, social distance, and the intention to revisit the same hospitality establishment in the Covid-19 environment practices, food types and quality, communication with customers, and the ability, skills, and certain qualifications of the personnel play an important role.

"Room and cleanliness" variable appear to have a positive and significant effect on the intention to revisit (p<.001), the recommendation (p<.001), on service quality (p<.001), and overall satisfaction (p<.001) to hospitality establishment. The quality of our employees who provide room and cleaning services, the physical facilities of the room, its usefulness and well-being gain importance. In the Covid-19 conditions, the cleanliness, order, and especially the extra hygiene of the general areas and the beach, the production of suitable solutions for the new conditions, the smiling face, and professional experience play an important role.

"Bars" variable has a positive and significant effect on the recommendation (p<.001), the service quality (p<.03), and the overall satisfaction (p<.001) to the hospitality establishment. Having talents, skills, and certain characteristics in their field, as well as their relations with customers, bar skills, presentation techniques under hygienic conditions, plays an important role.

"Animation" variable has a positive and significant effect on the overall service quality (p<.001) and the overall satisfaction in the hospitality establishment (p<.001). It has an important role for the employees who provide the animation service to present entertainment programs with a smiling face and professional experience, with limited opportunities and budgets in the intention to revisit the same hospitality establishment in the Covid-19 environment conditions.

4.3. t-test

As seen in Table 4, in the second part of the questionnaire to customers, *"Why do you prefer hotel X?"* question was asked. In the last part, *"Does the following criteria affect your re-visit to hotel X?"* question was asked. The same answer options were given for both questions: "price", "quality of service" and "being in Bodrum". With these questions, the averages of the factors affecting purchasing and re-purchasing process were compared. Price and service quality results were not significant. As seen in Table 5, paired t-test was applied to the factors for analysis. As a result, the factor of "*being in Bodrum*" differed for both questions. Here, the priority given by the customer to Bodrum when choosing the hospitality business increased its effect in the return phase. Bodrum city tour, nature, climate, shopping opportunities, historical and cultural values, nightlife, and entertainment opportunities have been effective in the formation of this view.

Table 4. Questions to visit and re-visit to hotel X

Why do you prefer hotel X?	A: Price
	B: Service quality
	C: Bodrum
Do the following criteria affect your re-visit to hotel X?	D: Price
	E: Service quality
	F: Bodrum

Table 5. Paired t-test

Variables	Average	t value	Sig.
Was the city of Bodrum effective in choosing Hotel X?	1,82	-1,572	,000
Is the city of Bodrum effective in choosing Hotel X again?	2,04		

Table 6. Regression analysis

	Factors affecting the intention to re-visit hotel X		
Variables	β	t	Sig.
Fixed		3,464	,001
Price	,227	1,902	,601
Service quality	,153	1,209	,230
Bodrum	-,116	-,888	,377
Covid-19 Certificate	,279	2,349	,021
	R= 0,474; R²=0,225 Adjusted R=0,191		
	F= 6,732 and Sig = .001		

The purchasing process of tourists is considered as a dynamic process consisting of constantly changing behaviors and activities related to choosing, purchasing, consuming, and repurchasing decisions (Butler & Peppard, 1998; Chiu et al., 2013; Liang et al., 2018; Lin & Chen, 2009). The purchasing behavior of tourists is affected by many factors and becomes complex. Therefore, understanding the tourists' decision-making process for their vacation/hotel will contribute to the management process of businesses. In this section, *"Would you consider vacationing at hotel X again?"* Regression analysis was applied to reveal the relationship between the dependent variable and the factors of "price", "service quality", "being in Bodrum" and "Covid-19 Certificate".

As a result of the analysis and under current conditions, it has been revealed that having a Covid-19 certificate [safe tourism] has a positive effect on the tendency of customers to revisit the same establishment (p< .05). Such a result is significant because the Covid-19 process we are in is a period in which personal and public health is at the forefront. As in all areas, the critical importance of Covid-19 measures and the certification process for the customers has been demonstrated during the holiday selection process. It has been a different experience for tourists to have a holiday under the Covid-19 conditions. Especially spending their holidays together with different nationalities, having to comply with the new service rules, sometimes interpreting the rules in different ways, sometimes taking the applications seriously, and sometimes not paying attention have put the employees and the service process into difficulties. However, the fact that the Covid-19 certificate was presented by tour operators as a priority in sales, underlined, created a sense of trust among tourists. Looking at the whole service, the fact that all applications are made under the name of Covid-19 certificate has created an awareness among tourists.

5. Conclusion

This study analyzed the effect of satisfaction with the quality of the service provided in five-star hospitality establishments and the current Covid-19 conditions on the intention to revisit. It has been a different holiday process for tourists to spend their holidays with the Covid-19 regulations that they have not experienced before. Within the scope of "Safe Tourism", extra hygiene, social distance, and new service order have made the holidays of tourists different from the previous ones. Sun et al., (2022) stated that hotel guests perceived service quality differently than before and react more carefully about hotel overall quality, gives different rating scores, and follow the new normal rules under Covid-19. Srivastava & Kumar (2021) stated that hotels have taken an important role to create awareness about Covid-19 procedures practiced in hotels with media. The tourism industry has also given information about the negative effect of Covid-19 on human life and shared guidelines and advisories issued by health organizations.

This difference is expected to affect whether tourists revisit the same hotel in the future or not. Previous holiday habits and comfort were restricted during this period. On the one hand, while the tourists approve the health rules, on the other hand, they demand their freedom back and they say that "I am all-inclusive", causing dilemmas between "the health" and "the freedom". Some customers may act without rules in the hotel/public area is quite remarkable. There is a possibility that the risk of transmission may increase due to the guests from different countries. According to Karamustafa et al. (2021), a similar result was obtained and it was recommended to apply social distance and hygiene rules due to the high/busy time spent in public areas. The rules published by the Ministry of Tourism and constantly updated should be applied frequently by hospitality establishments as well as service businesses. Pavlatos et al., (2020) mention the necessity for businesses to strictly comply with health protocols published by governments.

Another issue is the necessity of using the "Safe Tourism" certificate as a strong promotional and marketing tool in the domestic and foreign markets. The information that health protocols are fully implemented due to customer safety should be shared in the relevant sales channels based on documents. The new health rules must be accepted as a new form of management for staff and customers. Information should be constantly shared by the management and awareness should be created. In this process, applications may be partially ignored by the customer and staff. Such attitudes and behaviors should be followed by the management and the determination should continue. Biju & Savitha (2022) suggest that hotels are not the reason for the Covid-19 crisis but a victimized part of the tourism industry. Thus this problem needs to be solved as quickly as possible with comprehensive crisis plans. All the information based on main industry partners has to be analyzed by academics and health organizations for future changes in the hotel industry, changing travel behaviors, changing and adopting hotel operations and marketing, getting back travelers' confidence, and changing adversity to a future opportunity. All these efforts and time spending should be in line with expected market requests for travelers' health wellness, contactless services, and environmental conservation, among others.

The further use of technology in public areas within the facility should be planned and implemented within the scope of "Safe Tourism" (Sun et al., 2022). However, a critical issue here is that while new health and safety practices are being implemented, the hotel should be prevented from being transformed into a health institution/hospital. As seen in this study, the issue of the sales price or price reduction is not a priority for the customer during the pandemic period. While businesses are promoting their hotels, the resort/city where the business is located should be strongly emphasized along with the above-mentioned details (health measures taken, new practices). In addition to all these, businesses must manage this process by providing

cost savings. Israeli (2007) mentioned that in previous pandemics, managers focused on cost savings rather than price reductions of service-catering businesses.

The expressions used in the questionnaire were grouped by factor analysis. The effects of factor groups on dependent variables were analyzed by regression method. Restaurants, bars, room and cleaning, and animation factor groups had positive and significant effects on dependent variables. At the beginning and the end of the survey, the factors affecting the holiday selection process; the effects of price, service, and being in Bodrum were compared with the t-test. As a result of the analysis, it was significant that the business was located in Bodrum. Finally, the factors that will affect the tourists' decision to revisit were analyzed and it was found that the "Covid-19 Certificate" had a positive and significant effect on the dependent variable.

5.1. Implications and future researches

As a result of the analysis, it was found that the "Reception and GR (Guest relations)" and "Location" variables did not affect any dependent variable. The reason for this was found to be annoying that the employees constantly mentioned the restrictions to the customers during the check-in process, reminded them of the new rules, had them sign the paperwork that they accepted the restrictions, were warned to wear their masks and insisted on social distancing. It was particularly striking that tourists did not comply with the rules during their holidays and other guests complained to the reception. The location, on the other hand, could not be associated with the service provided under the Covid-19 conditions for the tourist. The reorganization and limitation of the service in the common areas, especially due to the Covid-19 conditions, has been a reason for this situation. It is possible that the seating arrangement in the bar, restaurant, lobby, and public areas, the limitation of sunbathing areas on the beach and the pier, and the reduction of their number supported the formation of such a view. The "Restaurants" factor did not affect the dependent variables of vacationing again at the same resort and recommending this facility to others may be due to the following. The fact that restaurant services are very comfortable and unlimited in the pre-Covid-19 period has been a privilege of all-inclusive service for tourists. During the Covid-19 period, the limitation of restaurant services and the provision of the service by the personnel partially removed the diversity and attractiveness of the all-inclusive system. For this reason, tourists think that these restrictions in restaurant services reduce the effect of returning or recommending a facility.

The "Room and Cleanliness" factor does not affect the decision to come back to the establishments under Covid-19 conditions. It is possible to comment on this matter as follows. Due to Covid-19 disinfection/cleaning made by staff during the absence of the guest in the room has been possibly ignored or not perceived by the guest. A similar situation can be considered as a reason why public area cleaning is mostly done when guests are not present. On the other hand, the fact that the new hygiene rules and practices were seen and perceived as routine procedures for the guests after a while was the main reason for this result. The "Bars" factor did not affect the re-visit intention to the same hotel. Under Covid-19 conditions, different from previous periods, bar services are provided entirely by bar staff, queues are formed and service is provided with disposable materials. So, the new service type did not have an impact on the decision to come back to the hotel. However, the fact that the service is still sufficient in terms of content continues to have a positive effect on recommending the facility to others.

The hospitality industry has been continuing its efforts to provide service and customer satisfaction under the Covid-19 conditions since March 2020. During this time the decision process of the government and making rules, the abundance of unknowns, the indecision of the business management and personnel were all strongly effective. It is a fact that the effects of pandemic-like crises require international awareness but not a national issue. For this reason, all stakeholders in the process of managing the effects of the Covid-19 pandemic in accommodation establishments; hotels, travel agents, transporters, government, financing companies, banks (Acharya & Steffen, 2020) should come together and the new management and service concept; economic, social and psychological effects and the requirements of the new normal should be taken into account (Günaydın & Kozak, 2022; Hall et al., 2020)

When the study was conducted, hotels were opened in late May 2021 due to Covid 19 restrictions. British, German, Belgian, and Dutch tourists who constitute the target market of the Bodrum region, could not come due to the continuing international flight ban. For this reason, Turkish, Russian, Ukrainian, and Polish tourists mostly participated in the study. Repeating this study with different nationalities at different times and in the absence of prohibitions will be useful in terms of new findings. This study may contribute to tourism professionals and academics about the re-designed service quality/new normal under Covid-19 in hotels and its effect on guest satisfaction and intention to revisit hotels.

Author contribution statements

The author declares that he contributed to the design and implementation of the research, the analysis of the results, and the writing of the article.

Disclosure statement

No potential competing interest was reported by the author.

Ethics committee approval

This research has ethical approval from Isparta University of Applied Sciences, Ethics Committee of Human Researches in Social Sciences (Date: 14.8.2020; Approval: 27/2).

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A bibliometric analysis of total quality method literature in tourism for the last 19 years

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A bibliometric analysis of total quality management literature in tourism for the last 19 years

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Abstract

The main objectives of Total Quality Management (TQM), which first emerged in 1950 in Japan with the contributions of Japanese pioneers of quality philosophy such as Deming and Juran, are expressed as continuous quality improvement, training and customer satisfaction in a business. The essence of the philosophy of TQM is to ensure final customer satisfaction at every stage and fulfill customer needs accordingly. As a system that guarantees the targeted quality in an enterprise, TQM continues to develop in the production sector as well as the service sector. The tourism sector, which is a labor-intensive industry, is being evaluated among sectors that are most affected by intense competition between businesses and countries. Therefore, TQM is an extremely important factor in terms of the competitiveness of destinations and tourism businesses in the global market. Accordingly, the aim of this study was to reveal the change and development process within the last 19 years of studies dealing with the concepts of "TQM and Tourism" together in detail in TQM literature. Therefore, a bibliometric profile of the strong relationship between TQM and Tourism was established with the CiteSpace analysis method by using the variables deployed in previous studies, the methods used in the analyzes, and the obtained findings.

Keywords: Total Quality Management, Tourism, Bibliometric analysis

1. Introduction

TQM (Zakki, 2021:34), which first emerged in the United States of America and subsequently started to be implemented in a few Japanese companies, has become an extremely important concept for businesses with the increase of competition in the global market (Martinez-Lorente, 1998:2). This is because TQM is a management approach that helps businesses cope with global competition (Ayodeji et al., 2021:22). TQM includes a set of guiding principles and practices that focus not only on quality management but also on the quality of management (Alghamdi, 2018:186). In this context, TQM can be expressed as a management philosophy that focuses on countering the needs and expectations that are necessary to ensure continuous improvement in the service and product quality of businesses, increase business performance and ensure customer satisfaction (Osoko & Muda, 2021:12).

TQM is a 'management philosophy that consists of views and ideas aimed at improving the quality of products or services' (Neyestani, 2017:1). The main purpose of this philosophy is to ensure continuous quality improvement, training and customer satisfaction (Ayodeji et al., 2021:22). TQM emerged initially in 1950 in Japan with the contributions of Japanese pioneers of quality philosophy such as Deming and Juran (Neyestani, 2017:1). While Deming argued that it is possible to increase productivity by improving quality and as a result, increase the competitiveness of businesses (Gupta, et al., 2005:390), Juran put more emphasis on the managerial aspect of quality (Neyestani, 2017:7). Juran (Deepa, 2015:26), recognized as 'the pioneer of modern quality management' and known for his 'Quality Control Handbook' first published in 1951 (Deepa, 2015:26), defined TQM within the framework of three management processes called "quality trilogy" consisting of the "quality planning", "quality control" and "quality improvement" stages (Taylor & Pearson:1994, 26). Subsequently, Crosby, Feigenbaum (1961) and Ishikawa (1990) developed this strong management philosophy to improve and develop the quality of work in organizations (Livia, 202; Neyestani, 2017).

In his book 'Total Quality Control (1961)' Feigenbaum describes TQM as "an effective system for integrating the

quality-improvement, quality-maintenance, and quality-improvement efforts of various groups in a business, production and service at the most economical level and ensuring full customer satisfaction" (Martinez-Lorente, 1998:7-8). This definition has made quality a strategic tool in business life (Livia, 2021:105).

According to Ishikawa (1990), TQM stood for "a management system consisting of developing, designing, producing, marketing and serving products and services with optimum cost efficiency and practicality that customers would purchase with satisfaction" (Martinez-Lorente, 1998:7-8). All departments of a company had to work together in cooperation to achieve these goals.

TQM is a system that guarantees the targeted quality in an enterprise. Therefore, quality is the result of a TQM system defined for the company and specific tasks and activities within the company (Holjevac, 1996, 67). TQM encompasses a process related to the integration of all efforts in the organization for quality improvement, quality development and quality maintenance to generate full customer satisfaction at all economic levels (Talib, 2014:3). The aim is to maximize the satisfaction of the end customer at each stage, at the least possible cost and accordingly identify and fulfill the customer's need (Poudel & Shrestha, 2017:206).

The TQM approach continues its development in the service sector as well as in the production sector. Service quality and customer satisfaction are the most important elements in gaining a competitive advantage in the competitive market (Süer, 2021:711) of the tourism sector, which is a labor-intensive sector (Kozak, 2016:230). Therefore, the tourism sector has not excluded itself from quality improvement activities. TQM in tourism enterprises is based on production and service within the framework of customer needs and wishes. Therefore, increasing the quality to a certain level in the tourism sector is directly related to the continuous improvement of service production and the quality of service providers (Uğurlu et al., 2015:310-316).

The aim of this study is to reveal in detail the change and development process of the studies that have dealt with the concepts of "TQM and Tourism" together in the TQM literature during the last 19 years. Variables used in the studies on the relationship between TQM and tourism, the methods used in the analyzes and the findings obtained have been determined through the Cite Space analysis method to establish a bibliometric profile of the strong relationship between these two concepts. The study is extremely important in terms of being a roadmap for future studies on the relationship between the concepts of 'TQM and tourism'.

2. Conceptual framework

Nowadays, one of the sectors most affected by the intense competition between businesses and countries is the tourism sector (Gürbüz, 2000:45). Businesses in this field cannot afford to base their competitive advantage on cost alone. Therefore, quality management is a key element for

the competitiveness of tourist destinations and tourism businesses in the global market (Belu, 2017:36). Attention to service quality is accepted as one of the most important factors for customers that determine the success of tourism enterprises (Masrurul, 2019:136). Therefore, maintaining high-quality in tourism businesses and activities is extremely important in terms of both establishing customer satisfaction and being a permanent player in the market (Belu, 2017:36).

The development of TQM in the tourism sector, especially in the accommodation sector, dates back to the 1980s, when quality assurance started to spread (Breiter et al., 1995:13). Specifically, the implementation of quality management in the hospitality industry started in 1982, when the American hospitality industry implemented quality control (QA) systems and achieved excellent results (Hussain & Khan, 2020:3). Kapiki (2012:54) defines quality in the hospitality industry as "the consistent delivery of products and services according to expected standards".

There are three basic components for the successful implementation of TQM in the tourism sector (Breiter et al., 1995:13):

- Quality management needs to be systematic. More precisely, all departments operating in tourism enterprises need to be involved in quality studies and be supportive.

- The main purpose of quality management is to ensure customer satisfaction.

- The third and last essential component of quality management is conviction in the need for continuous improvement.

The TQM approach is one of the most important ways to achieve excellence in tourism and accommodation services (Abuamoud & Al-bour, 2020:36). TQM in the tourism sector can be expressed as a participatory process that enables personnel at all levels to work in groups to determine customer service expectations and the best way to fulfill these expectations (Kapiki, 2012:53,54). TQM is comprised of a total quality assurance concept that takes the combination of all decisions and activities that involve manufacturers, suppliers, distributors and customers to achieve satisfactory quality in accommodation and tourism services into consideration (Pyo, 2014:5). In this context, TQM is of great importance for the tourism sector as a result of changes in consumer behavior and current holiday preferences and the resulting increase in competitiveness among new tourism destinations (Camison, 1996:191).

3. Method

The aim of this study is to reveal in detail the change and development process of the studies that have dealt with the concepts of "TQM and Tourism" together in the TQM literature for the last 19 years. The bibliometric analysis method was used to analyze the data in this study. The bibliometric analysis method was used to set a roadmap for researchers by revealing the performances of authors, journals and

countries and the collaboration models between them with a systematic review (Nebioğlu & Eren, 2019:324). Bibliometric methods use bibliographic data in publication databases to create structural images of scientific fields (Zupic & Cater, 2015:2).

The Web of Science Core Collection database was used as a data collection tool in this study. The Web of Science Core Collection includes more than 21,100 peer-reviewed and high-quality academic journals (including open access journals) published worldwide. In addition, it is a database that has more than 250 disciplines in science, social sciences, arts & humanities, and provides accessibility to conference papers and book data (Web Of Science Group, 09.11.2021). The SCI, SSCI, AHCI scientific citation indexes are the most important data sources used in bibliometric research, and these indexes can be accessed through the Web of Science Core Collection database (Nebioğlu, 2019:75). The data of this study were obtained from the studies published in the journals in the Web of Science database, and the data for 1992-2021 were taken into account.

The words "Tourism" and "TQM" were searched together in the search section of the relevant database. A total of 194 resources examining the relationship between these two concepts were accessed, and all the accessed resources were found suitable for evaluation and included in the analysis. The Citespace program, a Java application, was used to analyze the obtained data and reveal the relationship between "Tourism" and "TQM" (Nebioğlu, 2020:5). Citespace is a Java application used to visualize and analyze emerging trends and changes in scientific literature (Kurutkan & Orhan, 2018:6). Citespace analysis program is a software program with online accessibility that is known to be used in many studies that try to explain the trends in scientific publications (Al et al., 2010). The analysis parameters of the study were established according to the distribution of publications by years, institutions, authors, country collaborations and keywords.

4. Results

The distribution of the publications in the national and TQM literature in the field of "TQM" and "Tourism" by years was examined in the first stage of the findings obtained as a result of the analysis. After the 1990s, the intense competition environment that incurred in production with the impact of the increase in globalization made it necessary to raise the quality management standards in the enterprises to the highest level when evaluated in terms of consumers. Therefore, maximizing quality was mandated in the tourism sector like in all other sectors. In line with all these factors, studies in the field of 'TQM' and 'Tourism' have started to demonstrate an increasing trend. This trend can also be observed in the analysis findings given above (Küçükaltan & Özder, 2017:142).

Table 1 shows the distribution of publications according to years. It is evident that the studies on the relationship

between 'TQM' and 'Tourism' have been handled during 6 different periods and the number of studies on the subject has increased from the past to the present. Accordingly, an increase in the number of publications on 'TQM' and 'Tourism' was witnessed after 2007. An examination of the results of the analysis indicates that there has been a great increase in the studies on the subject, especially during 2017-2021.As a result, it can be stated that the studies on the subject demonstrate an increasing trend at a level that parallels the developments in the field.

Table 1. Distribution of publications by years

Years	Frequency (n)	Percent (%)
1992-1996	1	0,5
1997-2001	6	3,1
2002-2006	9	4,6
2007-2011	23	11,9
2012-2016	49	25,3
2017-2021	106	54,6
Total	194	100

Table 2 contains data on the distribution of publications on 'TQM' and 'Tourism' by institutions. The findings show that the most publications on 'TQM' and 'Tourism' were made by 'Harvard University' (n=32) in 1998. One of the main reasons why TQM is considered an outstanding research topic in the field of education in Harvard University are the experiments on quality management carried out by Eltan Mayo, who made a name for himself in this area among his colleagues in Harvard University during1927-1932.

Table 2. Number of publications and publication years of institutions contributing to the literature

Institutions	Number of publications	Years
Harvard University	32	1998
Columbia University	27	1999
CtrDis Control & Prevent	25	1999
Oklohoma University	19	1998
Tel Aviv University	17	1999
Stanford University	17	1997
Texas University	16	2000
NYU	15	2002
Georgetown University	14	1999

Accordingly, the historical development process of TQM is supported by the fact that Harvard University ranks first in the findings for the distribution of publications by institutions (Sallis, 2009:6). An examination of the distribution of other universities reveals that the least number of publications on the subject have been published by Georgetown University (n=14).

Figure 1 shows the findings of the institutions contributing to the literature. Each node in the network represents

an institution. The connections, on the other hand, refer to the relationships between these institutions. A network consisting of 325 nodes and 232 connections was established in the analysis. Its density was determined as 0.044. Accordingly, it is concluded that the network is close to homogeneous and sufficiently clustered. The values of the top 9 institutions in this network are shown in detail in Table 2.
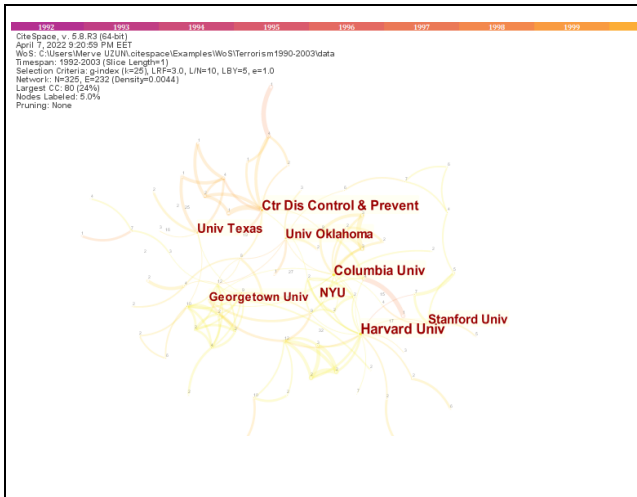

Figure 1. Distribution of publications by institutions

Table 3 provides information on the distribution of publications according to the authors who contributed to the literature. Accordingly, the first author who contributed the most to the literature with his publications on 'TQM' and 'Tourism' is Schuster MA with 38 publications. His contribution is followed by Franz DR with 33 publications.

Table 3. Distribution of publications by authors contributing to the literature

Author	Frequency (n)	Years
Schuster MA.	38	2001
Franz DR.	33	1997
Galea S.	31	2000
Inglesby TV.	30	1999
Henderson DA.	29	1999
Torok TJ.	26	1997
North CS.	21	1999
Christopher GW.	17	1997
Hoffman B.	17	1998
Tucker JB.	15	1997

Information on the distribution of publications according to the statistics of the countries broadcasting in the fields of "TQM" and "Tourism" is given in Table 4. The findings indicate that the USA (n=223) collaborated the most. One of the main reasons for the development of TQM in the USA is because the concepts of quality assurance and total quality were first developed by Edwards Deming in the USA in 1940. On the other hand, Joseph Juran, an important quality

theorist, is another prominent name who made great contributions to the Japanese quality revolution from the USA. When the findings regarding other countries are analyzed, Israel (n=60) follows the USA, and Turkey (n=9) ranks eighth among the countries in terms of collaboration.

Table 4. Distribution of publications by country collaboration

Country	Frequency (n)	Year
USA	223	1992
Israel	60	1993
Canada	28	1994
Australia	24	1994
France	23	1992
Germany	18	2000
Japan	15	1995
Netherlands	11	2001
Turkey	9	1994
Scotland	8	1992
India	8	1999

The findings regarding collaboration between countries contributing to the field are given in Figure 2. Each node in the network in the figure represents a country. Connections, on the other hand, refer to the relations between these countries. The colors in the network represent the number of years during which country collaborations were carried out, as depicted in the timeline in Table 4. The orange color in the figure indicates current studies. In line with the findings, the fact that the connection colors are predominantly orange indicates that the collaboration between the countries is recent (Nebioğlu & Kalıpçı, 2020:7). A network consisting of 49 nodes and 51 connections has been determined in line with the findings obtained as a result of the analyzes. The density of this network was determined as 0.0434. At this point, the network is close to homogeneous and sufficiently divided into clusters.
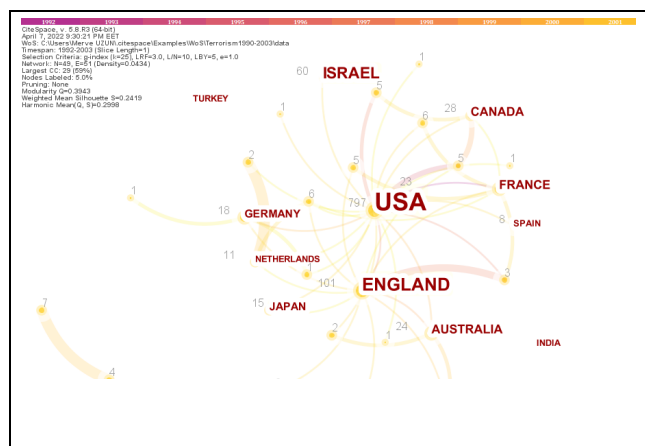

Figure 2. Country collaborations

5. Conclusion

The beginning of the TQM approach dates back to the 1950s. In this period, the concept of TQM started to display a rapid development trend in line with the contributions of

prominent names such as Deming and Juran, the Japanese pioneers of quality philosophy. The concept of 'quality' in all businesses and all kinds of sectors is of great importance for both employers, workers and consumers. Therefore, it is extremely important for continuous improvement that the TQM approach develops equally in all businesses and is reflected in all services.

The TQM approach serves the basic purposes of all businesses, such as fulfilling the needs and expectations of the end customers and, accordingly, ensuring customer satisfaction. The main purpose in the tourism sector is to ensure customer satisfaction, and therefore, the TQM approach must be considered a necessity for tourism enterprises rather than a requirement. The studies in the national and TQM literature on 'TQM' and 'Tourism', which are closely related to each other, were examined to this end in the study and the development process during the last 19 years was analyzed. The bibliometric analysis method was used inthe study.

The aim of this study was to establish a bibliometric profile of the strong relationship between the concepts of 'TQM' and 'Tourism'. The analysis consisted of an examination of the distribution of publications by years, institutions, authors contributing to the field and country collaborations and an evaluation of the data. The findings indicate that when the distribution of publications by years is examined, studies on 'TQM' and 'Tourism' started to increase after the 1990s and they have increased rapidly especially after 2007. These results demonstrate an increase that is directly aligned with the development process of TQM.

An examination of the findings regarding the institutions that collaborate in the field puts Harvard University and the USA university in the first two places. The weight of these first two institutions contributing to the field in 1998 and 1999 is directly proportional to the years when TQM was first developed. These results are supported by the fact that Deming and Juran who are among the pioneers of TQM philosophy, first introduced and developed the concept of quality in the USA. However, the results regarding authors contributing to the field indicate that Schuster MA ranks in first place with 38 publications and Franz DR comes in second with 33 publications.

The fact that the author named Schuster MA is a graduate of Harvard University supports the results regarding institutions. The obtained findings support those of previous studies. On the other hand, according to the findings regarding countries that collaborate in the field, puts Israel and Canada at the top, and Turkey ranks in 8th place. Great importance is attached to publications in the field of 'TQM' and 'Tourism' in our country as well, however, more research needs to be done on the subject. Current competitive conditions, especially in the tourism sector, prioritize the importance of quality management and the need to keep it in the foreground. Therefore, it is of vital importance for the sector to focus more on both practice and theory.

Author contribution statements

Authors 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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Research article

The effect of working life quality of hotel employees on individual creativity
performance

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The effect of working life quality of hotel employees on individual creativity performance

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Abstract

This study determined how the working life quality of hotel employees affects their individual creativity performance. Survey data were collected in June-July 2018 from 310 hotel employees working in five-star hotels in Bodrum district, Muğla province, Turkey. Correlation analysis indicated positive, moderate and weak relationships between working life quality and individual creativity. A regression analysis was then performed to test the research hypotheses. This showed that career opportunities and work safety significantly affected individual creativity. However, working conditions and wages and earnings had no significant effect on individual creativity. The results of this research have great importance because it is the first research that investigates the effect of the quality of working life on individual creativity performance of employees working in hospitality businesses in Turkey.

Keywords: Working life quality, Individual creativity, Creativity, Employee, Hotels

1. Introduction

The tourism sector has a significant market share in the current changing world. Accommodation businesses, which are one of the most important building blocks of the sector, provide services such as eating and drinking, entertainment, rest, and participation in activities, in addition to accommodation, which are the basic needs of customers in the tourism sector. It is therefore critical that employees who serve customers 24 hours a day in accommodation businesses are committed to their jobs and are productive. Since accommodation businesses must prioritize quality service for their customers, they should be inclined to improve the quality of their employees' working life as they are the ones providing this high-quality service. The quality of employees' working life can be affected by their working conditions, wages, feeling of security in their job, and their future career goals.

The concept of working life quality (Davis & Trist, 1974) emerged in the 1950s in the United Kingdom and the United States before reaching Norway, the Netherlands, India, and Japan. It highlights aspects of the environment that individuals may or may not like. That is, it expresses employees' satisfaction with their current job in direct relation to their work environment. Businesses should pay careful attention to working life quality since improving it will primarily benefit the company.

Creativity, defined as linking any idea with another idea to reveal a new, original thought (Nazari & Shahdadnejad, 2011: 56), is an important sustainability factor for business nowadays. It is also linked to working life quality. While employees' satisfaction with their work environment and job affects their working life quality, their ability to produce new, original ideas depends on their ability to be creative within the organization. The better the employees' working life quality, the more they can feel free in terms of creativity. This in turn enables them to do what is necessary to perform their work. Accordingly, the main aim of this study is to determine the effects of hotel employees' working life quality on individual creativity performance. By investigating the relationship between working life quality level and individual creativity performance, this study can contribute to the relevant literature and the individual creativity performance of the employees working in the accommodation businesses.

2. Working life quality

Working life quality, defined as good working conditions, is related to having a more democratic and humane

workplace structure and environment (Işık, 1991: 46). Attention to this concept encourages the development of employees and reduce alienation from work (Huzzard, 2003: 21). By examining the workplace characteristics that determine working life quality, organizations can better satisfy employees' physical and mental needs, ensure work environment-employee harmony, and support employees materially and spiritually (Demirbilek & Türkan, 2008: 49).

By studying working life quality, it is possible to identify appropriate principles for management philosophy. This in turn can lead to more favorable working conditions and improve the qualifications of the employees, thereby increasing productivity (Harvey & Brown, 1988: 335). For example, a study of businesses in France found that 67% had increased productivity by improving working life quality (Cooper, 1979: 17). By prioritizing working life quality and implementing appropriate strategies, businesses can increase employees' satisfaction, which in turn increases work performance and productivity, ultimately raising profits (Sirgy et al., 2012: 297).

2.1. Dimensions of working life quality

Working life quality can be examined in terms of eight dimensions: adequate and fair wages, safe and healthy working conditions, opportunities to develop human capacity, future opportunities for continuous improvement and security, social integration within the organization, legal rights in the organization, work and total living space, and the social relationship of work life (Walton, 1973: 11-21).

Adequate and fair wages: The responsibility of the employee is related to deciding on the wage level by taking into account factors such as the comfort of the current workplace and work environment, and the workload (Rose, 2006: 65).

Safe and healthy working conditions: These include absence of dangers that threaten employees' physical health in a work environment and appropriate job security for employees (Walton, 1973: 13).

Opportunities to develop human capacity: These include behaviors that support the employees' self-confidence and dignity in the working environment (Demir, 2009: 87).

Future opportunities for continuous improvement and security: This involves providing opportunities for employees to participate in activities that support their personal development (Göyşen, 2015: 23) and prioritizing career goals for employees to plan future opportunities (Rose, 2006: 65).

Social integration within the organization; This refers to the employees' ability to feel that they are an important part of the organization while conflicts within the organization are minimized and there is no discrimination in the working environment (Walton, 1973: 15).

Legal rights in the organization: This refers to elements of working life, such as the employees' equal rights within the organization and the ability to express themselves in an organized way (Erdem, 2008: 39).

Work and total living space: This relates to the effects of overtime obligations or travelling as part of the job on employees' ability to spend time on their non-work activities (Walton, 1973: 16).

Social relationship of work life: This relates to the way organizational activities, employment practices, sales and marketing methods, products, waste management, and orientation to political activities affect the employees' quality of working life (Göyşen, 2015: 24).

2.2. Factors affecting working life quality and working life quality programs

Employees' working and environmental conditions directly affect their working life quality. Regarding working conditions, key determinants include education, job security, work life-private life balance, career, motivation, technology, wages, and participation in management. Regarding environmental conditions, key determinants include ergonomics, noise-vibration, lighting, and atmospheric conditions (Ünlü, 2011).

Human resources management can improve working life quality by identifying how to maintain employee motivation, such as educational and career opportunities (Bilge, 2010: 100). Other ways to improve working life quality through increasing productivity include job design practices like job simplification, job changing (rotation), job enlargement, job enrichment, and quality circles (Igbaria et al., 1994: 178; Garg & Rastogi, 2006: 574). Financial incentives can also be effective, for example earnings sharing, which is used to motivate employees by offering rewards beyond the salary for achieving targets. These schemes may also include rules to encourage teamwork. By improving working life quality, these schemes can positively affect job satisfaction and productivity (Scbuster, 1987: 18). Therefore, it is possible to evaluate the working life quality programs implemented by businesses to increase the employees' efficiency in terms of human resources practices, job design, and incentive programs.

3. Individual creativity

Creativity, derived from the Latin 'creativitöt' and the French verb 'creer', means 'to create, bring about, give birth' (Özen, 2012: 232). Creativity is also defined as developing a physical object or thought that was never considered before, came to mind, or been made despite an awareness of it (Esen, 1996: 19). In the workplace, individual creativity refers to developing new methods, technologies, processes, techniques, and alternative product ideas to increase business excellence and organizational performance, enable a competitive advantage, and make the organization sustainable (Ussahawanitchakit, 2011: 3). Individual creativity is also considered a component of individuals' knowledge, intrinsic motivation, and social factors (Borghini, 2005: 20).

Individual creativity creates useful outputs for organizations by developing new alternative methods to solve

organizational problems (Zhou et al., 2012: 895). It relies on individual characteristics like scientific reasoning method, skills, and encouragement (Yılmaz, 2009: 478).

More specifically, Barker (2002: 41) suggests that individual creativity has the following characteristics:

Personal aesthetic: To achieve a certain goal, patience is required for problem solving and dealing with uncertainty, and the ability to connect events and situations by making things simpler.

Ability to search for issues: Problems are addressed with high self-confidence to solve them before examining the next potential problem.

Mental activity: Problems are investigated from different perspectives by developing different mindsets for specific situations or problems while new ideas are developed using different methods and word games.

Risk taking: There is an urge to take risks and investigate unexplored areas, although this can be avoided by learning about risk through failure.

Objective evaluation of work done: Future work takes account of previous criticisms.

Self-motivation: Intrinsic motivation is required to perform the job and remains unaffected by external motivation.

These features of individual creativity can be fulfilled more healthily if employees are motivated by their work. This is because highly motivated individuals are willing to try different approaches, focus on situations that other individuals do not care about, and take pleasure in developing creative thoughts (Pıçakçı, 2013: 45).

Individuals with creative personality traits can produce more creative ideas (Oldham & Cummings, 1996: 608) as their thought processes are more flexible and independent. Creative individuals tend to be more independent in their decisions and social values (Akat et al., 2002: 436). Thus, their values, goals, attitudes, and styles tend to differ from those of other individuals (Balay, 2010: 47). Bentley (2004: 193-194) suggests that creative individuals have the following characteristics:

- Liking to spend time with other people

- maintaining their motivation rather than giving up easily

- Following long and difficult paths to achieve success

- Showing considerable freedom in experimentation and research

- Having a very good sense of humor

To ensure their success, organizations need to make great efforts to find and retain creative individuals while creative individuals need to develop appropriate opportunities and a work environment so that they can use their potential (Kale, 2010: 27).

Various studies have investigated working life quality and individual creativity in Turkey (Akdeğirmen, 2015; Aslım, 2013; Aydemir, 2008; Bektaş, 2015; Canal, 2017; Demir, 2009; Demir, 2011; Demirbilek & Türkan, 2008; Göyşen, 2015; Güvenli, 2006; Kanbur, 2015; Kaya, 2011; Küçükusta, 2007; Özmete, 2002; Turunç et al., 2010; Tuncer & Yeşiltaş, 2013; Ünlü, 2011). In contrast, the non-Turkish literature focuses on whole rather than individual creativity, including research into working life quality and creativity (Cooper, 1979; Considine & Callus, 2002; Davisand Trist, 1974; Efraty & Sirgy, 1990; Gu et al., 2015; Gurteen, 1998; Hammer, 1984; Horng & Hu, 2008; Huzzard, 2003; Igbaria et al., 1994; Jiang et al., 2012; Kristensen, 2004; Lokanadha & Mohan, 2011; Mauzy et al., 2003; Nadler & Lawler, 1983; Nazari & Shahdadnejad, 2011; Oldham & Cummings, 1996; Sirgy et al., 2012; Walton, 1973).

Despite the range of previous research, no study has investigated individual creativity among employees in accommodation businesses. Thus, the current study provides valuable original findings in this field as the first to investigate the effects of employees' working life quality on individual creativity performance in Turkish accommodation businesses.

4. Method

4.1. Research model and hypotheses

The research model included four variables to measure working life quality that may affect the individual creativity performance of hotel employees. The working life quality scale had four dimensions whereas the individual creativity scale has one. Four hypotheses were tested regarding the relationships between the four independent variables and the dependent variable (see Table 1). Figure 1 presents the research model.

Table 1. Research model hypotheses

|	Hypotheses
H_1	Career opportunities significantly affect the individual creativity performance of employees.
H_2	Working conditions significantly affect the individual creativity performance of employees.
H_3	Work safety significantly affects the individual creativity performance of employees.
H_4	Wages and earnings significantly affect the individual creativity performance of employees.
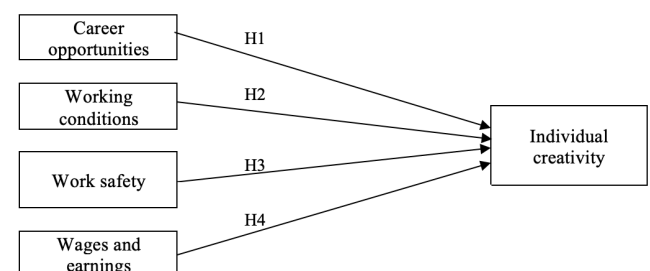
Figure 1. Research Model

4.2. Scales

A two-part survey, a commonly used quantitative research tool, was used to collect data in line with the research aims. The first part of the questionnaire form had open-ended questions to record the participating employees' demographic characteristics. The second part had two scales to measure working life quality and individual creativity performance. The participants responded using a 5-point Likert scale (1: Strongly Disagree, 2: Disagree, 3: Undecided, 4: Agree, 5: Strongly Agree). The Working Life Quality Scale was adapted from Demir (2011) while the Individual Creativity Scale was adapted from Kanbur (2015).

4.3. Data collection

The universe of the research consisted of employees working in five-star accommodation businesses in Bodrum district, Muğla province, Turkey. The survey was administered during June and July 2018 after obtaining necessary permissions from the businesses. Before the questionnaire forms were distributed to the hotels' accommodation facilities, the general manager or accommodation facility department managers gave the number of employees to ensure the correct number of questionnaire forms were distributed.

A total of 350 questionnaires were distributed, of which 12 were not returned, another 17 were received empty, and another 11 were filled in incorrectly or incompletely. These were therefore excluded, leaving a research sample of 310 participants. This number of questionnaires met the requirement for the 95% confidence interval of the sample and was at least five times the number of expressions (27 x 5) required to perform factor analysis. The analysis was therefore conducted using the data from 310 hotel employees.

4.4. Data analysis

SPSS 22.0 was used for the analysis. First, the validity and reliability of the measurement tool were tested. The demographic characteristics of the participants were examined with frequency and percentage distributions. Factor, correlation, and regression analyzes were carried out to test the hypotheses regarding the effects of hotel employees' working life quality on individual creativity performance.

5. Findings

5.1. Demographic characteristics of participants

57.1% of the participants were male, 82.8% were aged between 18-25 years, 92.3% were single, and 46.8% were undergraduate graduates. The level of work experience was not very high: 30.3% had worked in the tourism sector for 1-3 years while 61.6% had worked for less than 1 year in their current workplace. Finally, 54.8% of the participants worked in their hotel's food and beverage department.

5.2. Reliability and validity analysis

Reliability analysis is a method developed to evaluate tests, questionnaires, or scales used in measurement (Kalaycı, 2018). The 21-item Working Life Quality Scale had a Cronbach Alpha value of .891 while the 6-item Individual Creativity Scale had a Cronbach Alpha value of .858. As these reliability coefficients were higher than the acceptable threshold of 0.50, the questionnaire scales were reliable.

Factor analysis was performed to determine the factor structures of the scales (see Table 2). Based on this analysis, several statements were excluded because they did not have the required characteristics and values, disrupted the scale structure statistically, or loaded onto meaningless dimensions. Thus, the Working Life Quality Scale was reduced from 21 to 18 statements that loaded onto four dimensions (career opportunities, working conditions, work safety, wages and earnings). The Individual Creativity Scale was reduced from 6 to 5 statements that loaded onto one dimension. The former scale explained 47.31% of the total variance whereas the latter explained 16.26%. The Kaiser-Mayer-Olkin sample adequacy level of the scale was 90% while the Bartlett test of sphericity was 3516.8, which was significant at the 0.01 level.

5.3. Correlation analysis

Table 3 shows the results of the correlation analysis performed to determine whether there was any relationship between the working life quality scale dimensions and the individual creativity scale. There were a number of significant positive linear relationships between the dimensions of working life quality: career opportunities had a moderately significant relationship with working conditions ($p<0.05$; $p=.000$; $r=.519$), work safety ($p<0.05$; $p=.000$; $r=.507$), and wages and earnings ($p<0.05$; $p=.000$; $r=.515$); working conditions had a weakly significant relationship with work safety ($p<0.05$; $p=.000$; $r=.456$) and a moderately significant relationship with wages and earnings ($p<0.05$; $p=.000$; $r=.512$); work safety had a moderately significant relationship with wages and earnings ($p<0.05$; $p=.000$; $r=.197$).

Regarding the relationship between the scales, individual creativity had significant positive linear relationships with all four working life quality dimensions: a moderately significant relationship with career opportunities ($p<0.05$; $p=.000$; $r=.513$); a weakly significant relationship with working conditions ($p<0.05$; $p=.000$; $r=.385$); a moderately significant relationship with work safety ($p<0.05$; $p=.000$; $r=.630$); and a weakly significant relationship with wages and earnings ($p<0.05$; $p=.000$; $r=.268$).

5.4. Regression analysis and hypothesis testing

To test the research hypotheses, a regression analysis was conducted on the relationship between the four dimensions of the Working Life Quality Scale and the Individual Creativity Scale. The findings are shown in Table 4.

Overall, the results in Table 4 indicate that working life quality significantly explains individual creativity, accounting for 44% of the variance in the dependent variable

(R=0.670; R^2=0,449; corrected R^2= 0,442; F=62.102; p=0.000). More specifically, however, only some of the working life quality dimensions explained individual creativity. That is, individual creativity was significantly predicted by career opportunities (p<0.05; p=.000) and work

safety (p<0.05; p=.000) but not by working conditions (p>0.05; p=.771) or wages and earnings (p>0.05; p=.421). Thus, as shown in Table 5, H$_1$ and H$_3$ are accepted whereas H$_2$ and H$_4$ are rejected.

Table 2. Factor analysis results

Factors	Number of variables	Cronbach's Alpha	Eigenvalue	Explained variance (%)
Individual creativity	5	.87	8.10	16.26
Career opportunities	4	.79	2.67	13.63
Working conditions	5	.80	1.53	13.26
Work safety	6	.84	1.28	12.73
Wages and earnings	3	.73	1.02	7.68
KMO = .900; Bartlett's test of sphericity = 3516.8				

Table 3. Correlation analysis results

Working life quality	1	2	3	4	5
1- Career opportunities	1				
2- Working conditions	.519**	1			
3- Work safety	.507**	.456**	1		
4- Wages and earnings	.515**	.512**	.197**	1	
5- Individual creativity	.513**	.385**	.630**	.268**	1
*p<0.05 **p<0.01					

Table 4. Regression analysis results for the relationship between the dimensions of the working life quality scale and the individual creativity scale

Independent variables	Non-standardized coefficients		Standardized coefficients	t	p
	B	Standard Error	β		
Constant	.804	.193		4.163	.000
Career opportunities	.228	.057	.230	3.995	.000
Working conditions	.016	.055	.016	.291	.771
Work safety	.496	.052	.497	9.552	.000
Wages and earnings	.038	.047	.043	.806	.421
Dependent Variable: Individual Creativity					
R=0.670; R^2=0.449; Corrected R^2= 0.442; F=62.102; p=0.000					

** p<0.01. *p<0.05

Table 5. Test results

Hypotheses	Constructs	Result
H$_1$	Career opportunities significantly affect the individual creativity performance of employees	Accepted
H$_2$	Working conditions significantly affect the individual creativity performance of employees.	Rejected
H$_3$	Work safety significantly affects the individual creativity performance of employees.	Accepted
H$_4$	Wages and earnings significantly affect the individual creativity performance of employees.	Rejected

6. Conclusion

Improving working life quality depends on adapting working conditions and making work more humane through a more democratic workplace and work environment. Individual creativity generally depends on employees having sufficiently stimulating working conditions to produce creative results. Thus, it is critical that organizations ensure that the working conditions ensure the employees' working life quality. If working life quality is improved, employees can express their ideas more freely. If this is blended with individual creativity, then employees can benefit the enterprise.

Therefore, to maximize the individual creativity performance of employees in accommodation businesses, these organizations must first improve the employees' working life quality.

In this study, a correlation analysis was first performed to determine the relationships between the four-work life quality dimensions. This revealed positive relationships of varying significance between the working life quality dimensions themselves and between them and individual creativity. Individual creativity had the strongest relationship with work safety and the weakest with wages and earnings.

A regression analysis was then performed to test the research hypotheses. This showed that individual creativity was significantly affected by career opportunities and work safety but not by working conditions and wages and earnings.

As the regression analysis suggested, after work safety, the career opportunities dimension is particularly important for employees in accommodation businesses to display their individual creativity. The participants' responses indicated that some hotels provide opportunities for promotion, personal development, vocational training, convenient in-house training, overtime work and staff. These opportunities enable employees to demonstrate their creativity by applying new ideas, researching new business-improvement techniques and making a difference to the business. The accommodation businesses that do this increase the individual creativity performance of their employees. Thus, hypothesis H1 was accepted: career opportunities significantly affect the individual creativity performance of employees.

Individual creativity was most strongly affected by work safety. That is, there is an important relationship between hotel employees' trust in the business and their ability to display their creativity. In their responses, some of the participating hotel employees indicated that they have social security, can express their thoughts on any subject easily, their job is guaranteed by an employment contract and their personal information is not shared with other people. These factors all affect their creativity performance.

Another important factor for displaying the creativity was having equal rights with other employees. On the other hand, the participants were undecided as to whether they are union members or not, suggesting that they do not have a clear attitude regarding union activities. Overall, the accommodation businesses that pay attention to these make their employees feel safe in the work environment, which in turn enables them to display their individual creativity. Thus, hypothesis H3: work safety significantly affects the individual creativity performance of employees.

According to the double factor (two factor) theory (Herzberg et al., 1959), satisfying needs is the basis of motivation. Therefore, good working conditions are necessary for employees to perform effectively. The survey responses showed that the participants generally find the physical working condition suitable and their working hours are regulated by the labor law. However, they were undecided about whether the management in the accommodation businesses they work for should follow fair practices and that workloads should be equal. Overall, these factors had no significant effect on the participating employees reported individual creativity performance. This may because hotel employees try to perform their jobs regardless of whether their working conditions are easy or difficult. Thus, hypothesis H2 was rejected: working conditions do not significantly affect the individual creativity performance of employees.

The participants' responses regarding wage and earnings varied as to whether the wage was sufficient or not. The findings also showed that some employees are paid different wages for doing the same job in the enterprise, balanced wages are applied between different positions, and that hotel employers offer premiums, bonuses, rewards and incentive opportunities. However, these factors had no significant effect on the employees' reported individual creativity performance. This can be explained by Herzberg et al. (1959), who argued that wages can only prevent job dissatisfaction rather than motivate employees because wages are considered a right. Thus, hypothesis H4 was rejected: wages and earnings do not significantly affect the individual creativity performance of the employees.

Overall, working life quality significantly affected the individual creativity performance of hotel employees in two dimensions (career opportunities and work safety) but not two others (working conditions, and wages and earnings). In related research, Demir (2011) found that employee absenteeism is significantly predicted by all four dimensions of working life quality (career opportunities, working conditions, work safety, wages and earnings) as well as employees' intention to stay in the job and their intention to work. Thus, whereas all four working life quality dimensions affect intention to stay in the job and absenteeism, wages and earnings and working conditions do not significantly affect individual creativity performance. Hence, two hypotheses were accepted and two hypotheses were rejected.

Based on these findings and the research literature, a number of recommendations can be made:

- This study, which was conducted to determine the effect of the working life quality of hotel employees on individual creativity performance, will be a source for future studies on working life quality and individual creativity.

- Since the freedom of employees to participate in union activities can increase their individual creativity performance, accommodation businesses should adopt a clear attitude towards the employee in this regard.

- Accommodation business should ensure that employees feel safe in the work environment in order to display their creativity, particularly regarding social security, equal rights, freedom of thought, job guarantees and privacy of personal information.

- Working life quality can be improved if employees can express their thoughts clearly without pressure from management or colleagues.

- Accommodation businesses should provide overtime opportunities for employees to increase their income and create a work environment where employees can show their creativity.

- Employees should be rewarded with promotions to increase their commitment to the business and allow them to display their creativity.

- Businesses should organize activities that increase that improve working life quality and employee motivation, such as personnel-oriented entertainment or competitions in accommodation businesses.

- Accommodation businesses should help their employees receive vocational training in order to increase the level of creativity.

- While working conditions do not affect individual creativity performance, safety does. Therefore, accommodation businesses should ensure that employees feel safe in their work environment.

- Employees should be allowed to move freely within the organization without limiting their creative thinking, and they should be made to feel that their ideas are valuable.

- Since factors wages and financial incentives do not significantly improve creativity, businesses should provide their employees with moral rather than material rewards, given that career advancement increases individual creativity performance.

- This study should be replicated with another universe than the one for this study.

- Apart from five-star accommodation businesses, similar studies can be carried out in other accommodation businesses.

Scientific studies of the relationship between working life quality of hotel employees and their individual creativity have made a positive contribution to tourism research. Future research can consider other kinds of hotel employees as well as employees in restaurant businesses, travel agencies and airline companies.

Author contribution statements

Authors contributed equally to the design and implementation of the research, to the analysis of the results and to the writing of the manuscript.

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