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Aim & Scope

Journal of Multidisciplinary Academic Tourism (JOMAT) is an explicitly international and multidisciplinary peer-reviewed scientific journal founded in 2016. JOMAT aims to publish both empirically and theoretically based articles which advance and foster knowledge of tourism and research that explores one or more of the economic, social, cultural, political, organizational, marketing, management or environmental aspects of the subject. We are also trying to give a new perspective to tourism-related activities. The journal encourages short commentaries and rejoinders and provides a rapid turnaround of submissions. In addition to regular length submissions, the journal also welcomes extended peer-reviewed papers on a single topic that combines detailed literature reviews with substantive empirical research and policy analysis. We also welcome supplementary material in the form of video, audio, photographs and additional supplementary about data, not included in the paper. The journal publishes Main Papers, Book Reviews, Review Essays and occasional Opinion Pieces. Book reviews and Opinion Pieces are by invitation only.
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Problems faced by hotel businesses within the scope of environmental analysis factors: The case of Akçakoca**

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ABSTRACT

The aim of the research is to identify the problems faced by hotel businesses within the scope of internal and external environmental factors. In this context, qualitative research method was applied in the research. Data was collected through face-to-face semi-structured interviews with people who are the owners and senior managers of hotel businesses operating in Akçakoca. A total of 10 hotel businesses were interviewed. Data were analyzed with descriptive analysis technique. As a result of the research, it has been revealed that the enterprises face economic, political, legal and natural environmental problems arising from the remote environmental factors. It was also found out that they do not generally encounter problems arising from immediate environmental factors. Lastly, it was found out that generally they face marketing, human resources, finance and accounting problems in general in the context of internal environmental factors.

1. Introduction

After the second world war, tourism started to take place in the sectors that make a great economic contribution to countries. Tourism has become economically valuable due to the foreign currency inflows it provides to the country, employment creation, its effect on the balance of payments and its positive effect on other sectors. 51.8 million tourists came to Turkey in 2019. In this context, Turkey received a total income of 34.5 billion dollars from tourism. The average expenditure of tourists per person is 666 dollars (TÜİK, 2019). In 2020, 15.8 million tourists came to Turkey and Turkey received a total of 12.0 billion dollars from tourism. Due to the Covid-19 pandemic experienced all over the world in 2020, the number of tourists and tourism revenues decreased. Thus, 15.8 million tourists came to Turkey in 2020 and Turkey received a total income of 12.0 billion dollars from tourism. The average expenditure of tourists per person is 762 dollars (TÜİK, 2020). In 2021, the number of visitors to Turkey increased by 85% compared to the previous year and reached 29.3 million visitors. Tourism revenue increased by 103% in 2021 compared to the previous year and reached 24.4 dollars. The average expenditure of tourists per person increased to 834 dollars (TÜİK, 2021). Therefore, the tourism figures, which fell after 2019 due to the pandemic, started to rise rapidly after the pandemic. Thus, tourism is of great importance in terms of economy in Turkey, within the framework of the figures stated before and after the pandemic.

On the other hand, as the accommodation sector is one of the most important sectors of the tourism industry, Hotel enterprises constitute the most important business type in this sector (Batman, 2018). As of 31.12.2020, there are a total of 13476 accommodation establishments in Turkey, of which 4218 accommodation establishments certified by the Ministry and 8609 accommodation establishments certified by the Municipality (Culture and Tourism Ministry, 2020a). In this context, hotel businesses are among the most important establishments among accommodation establishments. According to the 2021 data of the Ministry of Culture and Tourism, there are a total of 14,831 accommodation establishments, 5386 of which are licensed by the Ministry, and 9445 with municipality certificates (Ministry of Culture & Tourism, 2021). Thus, thousands of accommodation businesses in Turkey create an important employment opportunity for the people of the country and region. In this context, hotel businesses are at the forefront of businesses that have the

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most important place in terms of employment and income among accommodation businesses.

Today, hotel businesses serving in tourism are both affected by the environment they are in and affect their environment. For this reason, they can not be considered separately from the environment in which they operate. In this context, hotel businesses face many problems while maintaining their existence. The problems experienced by hotel businesses are caused by both internal and external environmental factors.

Hotel enterprises experience problems arising from internal environmental factors such as management, marketing, finance and accounting, human resources, production and operation. While experiencing problems arising from immediate environmental factors such as suppliers, customers, competitors and substitute goods / services, they also experience problems arising from remote environmental factors such as political, legal, economic, socio-cultural, demographic, technological and natural factors (Dinçer, 2007; Eren, 2010; Ülgen & Mirze, 2014). Therefore, the problems experienced by the hotel businesses while serving in daily life arise from the internal and external environmental factors that the businesses are in.

In the national and international literature, no one-to-one studies have been found on the problems of hotel businesses within the scope of internal and external environmental factors in the field of tourism. However, some of the studies on environmental analysis in the field of tourism are as follows: Misir (2018) investigated how the chain hotel businesses operating in Istanbul carry out their environmental analysis and how they are affected by the external environment. As a result of the research, it was determined that three chain hotel businesses received support from research and analysis companies in making and evaluating environmental analysis, while in other chain hotel businesses, such environmental analyzes and evaluations were made by sales, marketing directors and general managers. In addition, it has been determined that chain hotel businesses are greatly affected by political and economic changes. Bezirgan and Kömür (2019) conducted a research on the external environment analysis of Ayvalık destination in terms of accommodation businesses. As a result of the research, it was found that there are main barriers to entry to the market, perfect competition market conditions prevail among many accommodation facilities, there is not enough competition among a small number of suppliers, the power of the suppliers is high, and the customer power is high because they have the chance to choose a large number of accommodation facilities. Taş and Zengin (2019) conducted a research in order to identify the problems that travel businesses face in the international arena and to offer appropriate solutions to these problems. In the research, it has been tried to bring appropriate solution suggestions with the help of the results obtained by making internal and external environmental analysis to these problems that international travel businesses can experience intensely. Ontorael et al. (2017) conducted a study on the effect of external and internal environmental factors on business performance in very small and medium-sized food and beverage businesses. This research has shown that external environmental factors have a positive and significant effect on internal environmental factors. Similarly, it has been revealed that external and internal environmental factors have a positive and significant effect on businesses performance. Andriotis (2003) conducted a research to examine the problems faced by the Cretan tourism industry as perceived by business people. In the research, it has been revealed that Cretan tourism enterprises face various problems that require urgent measures to be taken by the public and private sectors for their solution.

On the other hand, in the literature, there are also studies on the problems of enterprises and the development of solutions within the scope of internal and external environmental factors in enterprises outside the tourism field. Yiğit & Yiğit (2011) aimed to investigate the effect of external environmental factors on food companies of different sizes in their research. In the research, it has been determined that the effect of political, economic, sociocultural, demographic, technological and international environmental factors varies according to the size of the enterprise, while the effect of legal and natural environmental factors does not change. It has been observed that the threat of possible competitors, the threat of substitute goods, the bargaining power of suppliers and the bargaining power of customers in the elements of the competitive environment differ according to the size of the business, while the intensity of competition between competitors does not differ. Ayık and Keskin (2008) determined that the problems are generally caused by finance and management in their studies to determine the problems of SMEs operating in the field of manufacturing and marketing in Erzurum organized industrial zone and to create solutions. Güzel et al., (2018) conducted a research in order to determine the internal and external problems faced by SMEs, and to reveal the current situation and views of family businesses on transfer planning in transition to the next generation. In the research, it has been seen that the most common problems faced by SMEs are price competition and the need for qualified personnel.

With this research, it is aimed to identify the problems faced by hotel businesses operating in Akçakoca within the scope of internal and external environmental factors, and propose solutions for these problems. In line with this purpose, in the research, “Do the problems experienced by hotel businesses arise from internal environmental factors? Or is it due to external environmental factors? seeks to answer the fundamental question. Thus, this research is important in terms of maintaining the existence of the hotels in Akçakoca, gaining an advantage over their competitors in the environment in which they operate, and identifying the problems arising from the internal and external environmental factors. In addition, it is important to fill the gap in the tourism literature that such a study has not been found in the field of tourism to determine the problems experienced by hotel businesses within the scope of both internal and external environmental factors. The originality of the research is to evaluate the problems experienced by hotel businesses as a whole within the scope of internal and external environmental factors. Because previous studies have been designed to analyze the internal or external environment of hotel businesses or other businesses. However, this study also deals with the problems experienced by hotel businesses within the scope of environmental analysis factors.

2. Literature Review

Businness Environment

Today every business lives in the conditions surrounding it and is affected by them. The environment has a decisive impact on businesses and determines how businesses are shaped (Güçlü, 2003, p.71). Therefore, the concept of environment is all the elements that are outside the boundaries of the enterprise and have the potential to affect all or a part of the enterprise (Göral, 2014, p.51). On the other hand, it is stated that it is possible for businesses to adapt to changing environmental conditions in order to sustain their assets, as well as to change the environment in which they operate (Ülgen & Mirze, 2014). Because no successful business and manager can operate without understanding and engaging with the internal and external dynamic environment surrounding it (Robbins et al., 2013, p.30). In this context, there are internal and external environments in which businesses operate and by which they are affected (Dinçer, 2007; Indris, 2015; Ontorael et al., 2017). The internal and external environment factors of an enterprise are given in Table 1 below.

Table 1: Internal and External Environment Factors of an Enterprise

External Environment Factors		Internal Environment Factors
Remote (General) Environment	*Immediate (Sectoral) Environment*	Management
Economic Environment Factors	Customers	Marketing
Socio-Cultural Environment Factors	Sellers (Suppliers)	Financial and Accounting
Political-Legal Environment Factors	Competitors	Human Resources
Technological Environment Factors	Substitution products	Production and Operation
Natural Environment Factors		

Source: *(Ülgen & Mirze, 2014, p.64)*

Businesses that try to ignore the environmental factors in the above table or refuse to respond to these factors cause problems and put themselves at a competitive disadvantage (Wang et al., 2012). For this reason, it is necessary to examine the factors in the environment where the business is located and to determine how these factors can affect the business (Ülgen & Mirze, 2014).

External Environment of the Business

The concept of external environment refers to factors, forces, conditions and events outside the enterprise that affect the performance of the enterprise (Robbins et al., 2013, p.30). Therefore, the external environment consists of factors related to the business itself but external to it. Not all of these factors affect a business in the same way. While some of them have a significant and critical impact on the business, some of them may not be effective at all. Factors that affect the business more or less indirectly or directly and shape its decisions are called external environmental factors (Dinçer, 2007). In this context the external environment factors of the enterprise are examined in two main groups. The first is the factors that affect the remote (general) environment such as the economic, socio-cultural, political-legal, technological, and natural environment that indirectly affect businesses. The second environmental factors are customers, sellers (suppliers), competitors, and immediate (sectoral) environmental factors that directly affect the businness and are directly affected by it (Ritson, 2008; Eren, 2010; Ülgen & Mirze, 2014).

- *Remote Environment Factors*

This environment is defined as the remote environment because it is outside the scope of the enterprise's influence and control. The business cannot directly control the components of the remote environment, but successful businesses can gather the necessary information from the remote environment to understand each element and the effects of these elements on business strategies (Demir, 2019; p. 88-89). Therefore, the remote (general) environment sometimes has a tremendous impact on businesses, but the impact of the business on that environment is very marginal (Yiğit & Yiğit, 2011, p. 122). Remote environmental factors can be listed as follows (Grant, 2005; Dinçer, 2007; Ritson, 2008; Akgemci & Güleş, 2009; Enz, 2010; Eren, 2010; Yiğit & Yiğit, 2011; Ülgen & Mirze, 2014; Demir, 2019):

Economic Environment Factors are comprised by factors such as the structure of national income, GNP, economic growth and investments, inflation, development stage of the economy, exchange rates, interest rates, unemployment and balance of payments.

Socio-Cultural Environment Factors are comprised by factors such as culture, lifestyle differences, social habits, population structure, characteristics, population size, age of the population, education levels, religion, value judgments, attitudes, and behavior styles.

Political-Legal Environment Factors are comprised by factors such as defense policies of countries, foreign policy, political negativities, terrorism, anti-monopoly regulations, new laws, environmental protection laws, laws promoting foreign trade and globalization, changes in tax laws, attempts to promote or ban foreign capital, employee rights (recruitment, promotion, career development, job security etc.).

Technological Environmental Factors are comprised by factors such as information and communication technologies, new products, new technology, technological advantages of the country, internet, progressive and disruptive technologies such as biotechnology.

Natural Environment Factors are comprised by factors such as climate, land structure, weather conditions, environmental pollution, global warming, drought, natural disasters.

Within the framework of the factors mentioned above, an important point to note is that these factors interact with each other. For example, an increase in population (demographic) will cause more resource consumption, environmental pollution and therefore more diseases. This will require more legislation (political and legal) to protect consumers. Legal limitations will encourage new technological solutions (technological) and if these solutions are at an affordable cost (economic), they may actually lead to changes in attitudes and behaviors (socio-cultural) (Uğurluoğlu, 2013).

- *Immediate Environment Factors*

The environment where businesses supply their inputs, sell goods and services that they produce to their customers, and compete with their rivals, is called the immediate (industry / business) environment of the business (Ülgen & Mirze, 2014, p. 90). Factors that are directly related to the business and also directly affect the business constitute the immediate environment of the business (Indris, 2015). The immediate environmental factors are listed below (Dinçer, 2007; Ülgen & Mirze, 2014; Göral, 2014):

Customers; It is the most important pressure group in the sector in which the enterprises operate and the source of income of the enterprise. The customer is the raison d'être of the business, because all activities are aimed at ensuring that the goods or services produced are accepted, valued and purchased by the customer (Ülgen & Mirze, 2014).

Sellers (Suppliers); They are individuals, institutions and organizations that provide inputs such as raw materials, intermediate materials, and outsourced services used in the production of products and services (Göral, 2014).

Competitors; may be companies that produce similar goods and services, as well as from the segment of substitute goods and services or from the segment of complementary goods and services. A business must know and identify its competitors very well. In this respect, the company should examine its competitors and the changes in their situations in a continuous and systematic way as well as towards itself (Dinçer, 2007).

Substitute products; they are products and services that are produced in other sectors, that are not the same or similar to the products of the enterprises, but that can be an alternative. Substitute products or services meet almost the same consumer needs in different ways (Göral, 2014).

The immediate environment factors mentioned above are the groups that are affected by the decisions and activities of the enterprise and are in its environment. These groups have a share in the enterprise. They can affect the business and are significantly affected by it (Robbins et al., 2013).

Internal Environment of the Business

The basic resources (assets), talents and competencies of the business form the internal environment of the business is (Akgemci & Güleş, 2009; Indris, 2015). In other words, the internal environment of the enterprise is the environment formed by the parts that compose it. The corporate culture, general management, financing, human resources, production and service, and marketing activities of the enterprise each affect the effectiveness and efficiency of the business as a whole" (Ülgen & Mirze, 2014, p. 65). The internal environment analysis of the enterprise is the determination and evaluation of the strengths and weaknesses by examining the conditions and trends that can be controlled by the enterprise, arising from the internal environment that will affect the current situation and future of the enterprise (Göral, 2014). Internal environmental factors of the business are management, marketing, finance and accounting, human resources, production and operation (Ontorael et al., 2017; Taş & Zengin, 2019). The following information about these factors is given (Dinçer, 2007; Ülgen & Mirze, 2014; Göral, 2014);

Management is as important as objectives, strategies, structures and their functioning processes in businesses. There should be no harmony between the business structure and management processes and policies.

Marketing, includes processes and activities such as price, selection of distribution channels, promotion, promotion and promotion.

Finance and accounting, obtaining equity from business owners or shareholders in order to carry out investment and commercial activities, obtaining resources for activities through short or long-term borrowing, taking and implementing measures to reduce operational risks, providing financial benefits through tax incentives, accounting transactions, cost, budgeting and control activities are activities within this scope.

Human resources include activities such as selecting a talented and suitable working day for the enterprise, training and training of the workforce, performance evaluations, wage and salary systems, legal activities related to the workforce, appropriate workforce motivation techniques, leadership studies for managers and team spirit development.

Production and Operations covers all activities in transforming the supplied inputs into final goods and services.

When evaluating businesses in their environment or making environmental analysis, it is necessary to consider both internal and external environmental factors mentioned above. Because businesses continue to exist in an integrated way with the environment they are in. It is directly or indirectly affected or affected by these environmental factors. Therefore, it is possible to understand the problems experienced by the enterprises within the scope of internal and external environmental factors that are closely related to the enterprise.

Tourism in Akçakoca

Akçakoca is located at the western end of the Black Sea Region, the closest window of Central Anatolia to the sea, and is a charming holiday resort where green and blue blend located between two metropolises: Istanbul and Ankara. The region, which is 37 kilometers away from Düzce province, is also the biggest district of Düzce province (Akçakoca District Governorship, 2020). The district has 8 neighborhoods and 43 villages. According to 2018 data, Akçakoca has a total population of 38,84 6, with 25,903 people living in neighborhoods and 12,943 people living in villages (Akçakoca Municipality, 2020).

Akçakoca is the place where the first tourism movement started in Turkey with sea and caravan tourism in the 1950s. It is a remarkable destination for local and foreign tourists with its sea, sand, fishermen's shelters, fish varieties every season, sunset, civil and religious architecture, mountain strawberries, chestnut honey, hazelnuts, kilometers-long beaches, green vegetation, picnic and promenade areas, historical monumental trees, historical Genoese Castle, cave, waterfalls and local tastes (Culture and Tourism Ministry, 2020b). In this context, apart from sea-sand-sun, Akçakoca can host many alternative tourism types such as cultural tourism, faith tourism, cave tourism, camping and caravan tourism, underwater diving tourism (Akçakoca District Governorship, 2020). Hotel enterprises with operating license and municipality certificate operating in Akçakoca are listed in Table 2. As can be seen, there are a total of 18 hotel enterprises, 8 of which are enterprises and 10 are municipal certified.

The hotel establishments serving in Akçakoca, indicated in Table 2, host nearly one hundred thousand domestic and foreign tourists every year. Therefore, it meets the accommodation needs of thousands of tourists. It mostly serves domestic tourists coming from cities such as Ankara and Istanbul. It also employs the local people living in Akçakoca and the students of the Akçakoca Tourism and Hotel Management College.

3. Method and Material

For the purpose of determining the problems experienced by the hotel businesses operating in Akçakoca within the scope of internal and external environmental factors, the owner and / or senior managers of the business and municipality certified companies operating in Akçakoca constitute the population of the research. According to the data of Düzce Provincial Culture and Tourism Directorate, there are a total of 18 hotel businesses with enterprise certificates and municipality certificates. Since the population is attainable in size, no sample has been created.

In the research, qualitative research method was applied in order to examine the problems experienced by hotel enterprises within the scope of internal and external environmental factors in their natural environment and in depth. Interview technique was applied and data were obtained by using semi-structured interview form. The reason of the semi-structured interview technique is preferred to obtain in-depth information about the facts to be investigated and to reveal the problems experienced by the hotel managers in line with the opinions of the hotel managers. In addition, semi-structured interview was preferred because it provides flexibility to the researcher to ask new questions, change the order of questions, and skip some questions according to the course of the interview. In the interview form, 14 open-ended questions were directed to the managers and owners of the hotels in Akçakoca. The questions were created by making use of the internal and external environmental factors of the enterprises determined by Ülgen and Mirze (2014). After the opinions of two academicians who are experts in the field of interview questions were received and approved, they were applied to the hotel enterprises. Before the interviews took place, the hotel managers were called one by one and an appointment was made for the interviews. Appointments were made on time. The meetings took place between 14-27 December 2019 in the office of hotel managers and owners. Hotel managers were asked for permission to use

Table 2: Hotel Operations with Municipality Certificates and Business Certificates in Akçakoca

Hotel Businesses with Business Certificate	Municipal Certified Hotel Businesses
Ak Resort Hotel *****	Beyaz Çınar Butik Hotel
Hotel Akçakoca ****	Sezgin Hotel
Diapolis Hotel ***	Yılmaz Hotel
Turkuaz Beach Otel ***	Koçan Hotel
Livadi Hotel ***	Poyraz Hotel
Akçakoca Poyraz Hotel **	Yeni Çınar Hotel
Vadi Hotel **	Öz Korkmaz Hotel
Akçakoca Bayraktar Hotel *	Hotel Tuana
	Huzur Holiday Village
	Parla Beach Hotel

Source *(Culture and Tourism Ministry, 2020c)* a voice recorder to digitally record the interviews in order to prevent data loss. However, almost all of the hotel managers did not allow the use of the voice recorder. For this reason, the answers given during the interviews are noted on the interview form by hand. The interviews lasted for 35-40 minutes on average.

All 18 managers were tried to be reached for an appointment. However, as 3 hotels were closed due to the season, and 5 managers did not accept to take part in the research, a total of 10 managers/owners were included in the research. The names of the interviewees were kept confidential in accordance with the research ethics and coded as "Participant 1, Participant 2" by giving a number from 1 to 10. The data obtained at the end of the interviews were analyzed by creating dimensions within the scope of the questions asked with the descriptive analysis technique. The answers of each manager were included under each dimension created within the scope of the questions asked. In order to ensure the credibility of the data, direct quotations were made from the answers of the managers. Thus, the data obtained through descriptive analysis were presented in an organized and interpreted form. The descriptive analysis was formed as follows within the scope of the dimensions consisting of questions asked about internal and external environmental factors.

Table 3: Descriptive Analysis Dimensions

External Environment Dimensions		Internal Environment Dimensions
Immediate Environment Factors	**Remote Environment Factors**	• Problems Arising from Management
• Problems Arising from Customer	• Problems Arising from Legal and Political Factors	• Problems Arising from Marketing
• Problems Arising from Sellers	• Problems Arising from Economic Factors	• Problems Arising from Finance and Accounting
• Problems Arising from Competitors	• Problems Arising from Socio-Cultural Factors	• Problems Arising from Human Resources
• Problems Arising from Substitute Products	• Problems Arising from Technological Developments	• Problems in Creating Touristic Products
	• Problems Arising from Natural Environment Factors	

Source: Authors

Qualitative validity means that the researcher checks the accuracy of the findings using certain procedures, while qualitative reliability shows that the researcher's approach is consistent between different researchers and different projects (Creswell, 2009). Therefore, validity deals with the accuracy of research results. On the other hand, reliability is related to the reproducibility of research results (Yıldırım & Şimşek, 2006). In this context, it was carried out to ensure the validity of the research that the collected data were reported in detail, the researcher explained how he reached the results, the findings were consistent and meaningful within themselves, the findings were coherent, the findings were compatible with the previously created conceptual framework, and the findings could be tested in similar environments. On the other hand, in order to ensure the reliability of the research results; The research method and stages (processes) were defined in detail, detailed information was given on data collection, processing, analysis, interpretation and reaching the results, it was ensured that the data obtained in the research and the results were in harmony, and the participant statements were directly quoted in the analysis of the data. Yıldırım and Şimşek (2006) state that the validity and reliability in qualitative research is not considered as in quantitative research, but can be ensured by the factors mentioned above. In this study, it was tried to ensure validity and reliability within the framework of these factors.

4. Findings

Since 10 managers responded positively to the research, interviews were conducted with 10 hotel managers in total, asking 14 questions. The demographic data of the participants within the scope of the findings are presented in Table 3.

Table 3: Demographic Information of the Managers

	Age	Gender	Level of Education	Field of Education
Participant 1	60	Male	Bachelor	Non-tourism
Participant 2	39	Male	Bachelor	Non-tourism
Participant 3	53	Male	High School	Non-tourism
Participant 4	41	Male	High School	Non-tourism
Participant 5	33	Male	Bachelor	Non-tourism
Participant 6	42	Male	High School	Non-tourism
Participant 7	52	Male	High School	Non-tourism
Participant 8	54	Male	High School	Non-tourism
Participant 9	32	Male	Bachelor	Non-tourism
Participant 10	59	Male	High School	Tourism

Source: Authors

As can be seen in Table 3, all of the managers participating in the study are male, the average age of the majority of them (8 people) is 40 and above, most of them (6 people) are high school graduates and only one of them received tourism education.

Table 4: Problems Arising from Legal and Political Factors

Participants	Opinions of the Participants
Participant 1	Smoking ban, Insufficient legislation for classification, heavy licensing requirements
Participant 2	There is no legal regulation in home boarding, traffic controls are too much
Participant 3	Smoking ban
Participant 4	Smoking ban, Poor drug control at the port
Participant 5	Smoking ban, high taxes
Participant 6	Smoking ban
Participant 7	Lack of supervision related to parking and beach, accommodation tax is high
Participant 8	Smoking ban
Participant 9	High taxes
Participant 10	Insufficient tourism policies

Source: Authors

As seen in Table 4, 6 participants stated that they had problems arising from the "smoking ban". 3 participants stated that they had problems due to high taxes. 2 participants stated that the inspections were insufficient, 1 participant stated that they had problems due to the lack of legal regulations on home boarding. 1 participant stated that they had problems because the traffic inspections are too much. In addition, 1 participant stated that they had problems due to insufficient tourism policies for the region.

Table 5: Problems Arising from Economic Factors

Participants	Opinions of the Participants
Participant 1	Price increases are high, inflation is high, income is low
Participant 2	Increases are high, less income, more expenses
Participant 3	Price increases are high, purchasing power and revenues are low
Participant 4	Price increases are high, the increases cannot be reflected in product prices
Participant 5	Price increases and exchange rates are high, income is low, loan interest rates are high
Participant 6	Price increases are high, the increases cannot be reflected in product prices
Participant 7	Price increases are high, the increases cannot be reflected in product prices
Participant 8	Price increases are high, the increases cannot be reflected in product prices, inflation rate is high
Participant 9	Price increases are high, purchasing power is low, inflation rate is high
Participant 10	Price increases are high

Source: Authors

As seen in Table 5, almost all of the participants stated that they had problems due to the high price increases, and that they could not reflect these increases in product prices. 3 participants stated that the inflation rates were high. 3 participants stated that the income levels were low.

Table 6: Problems Arising from Socio-Cultural Factors

Participants	Opinions of the Participants
Participant 1	No problem
Participant 2	Low level of education of local people
Participant 3	Lack of education and culture of the people and customers
Participant 4	No problems, we are accustomed to the diversity of guests
Participant 5	The educational level and lifestyle (requesting alcohol) of the guests are different
Participant 6	Low population
Participant 7	Guests have no understanding of service and have a different culture
Participant 8	Low level of education of the guests, being biased
Participant 9	Low population and low education level
Participant 10	We are in a narrow area as a region and the population is insufficient

Source: Authors

Participants were asked what kinds of problems they experienced as a business due to socio-cultural environmental factors in their region. As can be seen in Table 6, 2 Participants stated that they did not have problems, 3 Participants stated that they experienced problems due to the low population of the region, and 5 Participants stated that they experienced problems due to the low level of education of the guests and the public.

Table 7: Problems Arising from Technological Developments

Participants	Opinions of the Participants
Participant 1	We try to follow the technology, no problem
Participant 2	Technology is followed, for example, 'hotel runner' system is used, no problem
Participant 3	Keeping up with technology, we are open to innovation, no problem
Participant 4	No problem as technical information is available to the staff
Participant 5	Technological products are used, but especially the products in the kitchen are very costly
Participant 6	Technology is followed, customer complaints are spreading rapidly on social media
Participant 7	Technology is followed, but technological failures cannot be intervened on time as their services are outside the city,
Participant 8	Technology is followed, but adapting is difficult in terms of cost
Participant 9	Technological developments are followed but costly investment is required.
Participant 10	We want to use advanced technology but it is costly

Source: Authors

As seen in Table 7, all of the participants stated that they followed the technological developments. 4 participants stated that they did not have any problems due to technological developments. 4 participants stated that they experienced problems due to the high cost of technological developments, 1 participant complained about the problems arising from not being able to respond to technological failures in a timely manner, and 1 participant stated that customer complaints rapidly spread on social media.

Table 8: Problems Arising from Natural Environment Factors

Participants	Opinions of the Participants
Participant 1	Water pollution is very common, summer is short
Participant 2	eather conditions, flood disaster, sea is constantly wavy
Participant 3	Water pollution, rivers pollute the sea and beach, flood disaster
Participant 4	Windy and rainy weather conditions, this year's flood disaster
Participant 5	Short summer season, constant worsening of weather conditions
Participant 6	Short summer season, flood disaster
Participant 7	Short summer season, flood disaster, weather conditions, wavy sea
Participant 8	Water pollution, flood disaster, weather conditions
Participant 9	Summer season is short, summer weather is bad, flood disaster, sea is wavy
Participant 10	Short summer season, flood disaster

Source: Authors

As seen in Table 8, 3 participants stated that they experienced problems due to water pollution, 6 participants due to the short summer season, and 6 participants experienced problems due to unstable weather conditions. Most of the participants stated that they were negatively affected by the flood disaster in the summer of 2019.

Table 9: Problems Arising from Customer (Guest)

Participants	Opinions of the Participants
Participant 1	No problem
Participant 2	There are not many problems, problems are solved with crisis management
Participant 3	No problem since elite customers come
Participant 4	Problems with impatient and insatiable customer profile
Participant 5	Customers sometimes experience problems because they are not satisfied with the service staff
Participant 6	Problems occur when customers bring alcohol to the business from outside
Participant 7	Problems arising from the profile of customers often being one-day stay
Participant 8	No problem
Participant 9	No problem
Participant 10	No problem

Source: Authors

As it can be seen in Table 9, 6 participants stated that they did not experience any problems arising from customers. 1 participant stated that they experienced problems from one-day stay guests. 1 participant stated that they had problems arising from impatient and insatiable guests. 1 participant stated that they had problems arising from guests trying to bring alcohol to the business and 1 participant stated that they had problems arising from guests who did not like the staff.

Table 10: Problems Arising from Sellers (Suppliers)

Participants	Opinions of the Participants
Participant 1	No problem
Participant 2	When the agencies make a discount without our knowledge
Participant 3	No problem
Participant 4	When they reduce the quality of food products
Participant 5	No problem
Participant 6	No problem
Participant 7	No problem
Participant 8	No problem
Participant 9	When they change product quality
Participant 10	No problem

Source: Authors

As it can be seen in Table 10, 7 participants stated that they did not have any problem with the suppliers, while 2 participants stated that the suppliers created problems when they lower the quality of the products they sell to the company, and 1 participant stated that they had problems as a result of the discounts made by the agencies.

Table 11: Problems Arising from Competitors

Participants	Opinions of the Participants
Participant 1	No problem
Participant 2	There are problems about unfair competition when competitors do not comply with the prohibitions.
Participant 3	No problem
Participant 4	Problems arise when the smoking ban is not followed and the common action is not applied
Participant 5	No problem
Participant 6	Common decisions are taken about smoking ban, but problems arise when businesses do not follow this decision
Participant 7	No problem
Participant 8	No problem
Participant 9	No problem
Participant 10	No problem

Source: Authors

As can be seen in Table 11, 7 participants stated that they did not experience any problems arising from competing enterprises, while 3 participants stated that they experienced problems due to the failure of competitors to comply with the common decisions regarding the prohibitions.

Table 12: Problems Arising from Substitute Products

Participants	Opinions of the Participants
Participant 1	There are substitute products, no problem
Participant 2	There are substitute products but no problem
Participant 3	No problem
Participant 4	We have to change the product brand
Participant 5	No problem
Participant 6	No problem
Participant 7	No problem, breakfast products are organic and different from those of other businesses
Participant 8	No problem
Participant 9	No problem
Participant 10	No problem

Source: Authors

As can be seen in Table 12, 9 participants stated that they did not experience problems due to substitution products, while 1 participant stated that they had problems.

Table 13: Problems Arising from Management

Participants	Opinions of the Participants
Participant 1	No problem
Participant 2	Problems in guiding untrained staff
Participant 3	No problem
Participant 4	Problems arising from the constant supervision of the work of the staff
Participant 5	No problem
Participant 6	Problems with task definition and planning
Participant 7	Technical faults (because their services are in other cities) cannot be solved instantly
Participant 8	No problem
Participant 9	There is a supervision problem
Participant 10	No problem

Source: Authors

In Table 13, 5 participants stated that they did not experience management-related problems in their enterprises. 2 participants stated that there was a supervision problem. 1 participant stated that there was a problem of guiding uneducated personnel, and 1 participant stated that they had the problem of not being able to manage crises such as technical failure.

Table 14: Problems Arising from Marketing

Participants	Opinions of the Participants
Participant 1	No problem, working with agencies
Participant 2	Akçakoca has a publicity and advertising problem. This reflects negatively on the business
Participant 3	No problem
Participant 4	No problem
Participant 5	There are problems since Akçakoca's promotion and advertising is insufficient.
Participant 6	It becomes costly since promotion and advertising are done by the agencies
Participant 7	Negatively affected because the promotion and advertisement of Akçakoca is insufficient
Participant 8	Problems in setting prices and promoting
Participant 9	We cannot allocate a budget for advertisement. The promotion of the region is also insufficient
Participant 10	Advertising and promotion are insufficient due to costs

Source: Authors

In Table 14, 3 participants stated that they did not have any marketing-related problems, 3 participants stated that they had problems due to the insufficient promotion and advertisement of Akçakoca, 3 participants stated that they had problems due to the cost of advertisement and promotion, and 1 participant had problems in determining and promoting prices.

Table 15: Problems Arising from Finance and Accounting

Participants	Opinions of the Participants
Participant 1	Resource problem is experienced in meeting the costs in winter
Participant 2	Labor costs and input prices are high
Participant 3	No problem
Participant 4	No problem
Participant 5	It is difficult to get a return as investment costs are high
Participant 6	Investment and personnel costs are high and costs are very difficult to return,
Participant 7	Labor costs are high
Participant 8	Costs are high income is low
Participant 9	Investment costs and personnel expenses are high
Participant 10	Costs are high income is low

Source: Authors

As seen in Table 15, 2 participants stated that they did not have any problems in terms of finance and accounting, while 8 participants stated that they generally had problems due to the high costs (investment and personnel).

Table 16: Problems Arising from Human Resources

Participants	Opinions of the Participants
Participant 1	No problem
Participant 2	Finding qualified personnel is a problem
Participant 3	Qualified personnel problem
Participant 4	No problem
Participant 5	The problem of finding qualified personnel
Participant 6	The problem of finding qualified personnel
Participant 7	No problem
Participant 8	No problem
Participant 9	Recruitment problem due to personnel costs
Participant 10	No problem

Source: Authors

In Table 16, 5 participants stated that they had no problems with human resources, 4 participants stated that they had problems with finding qualified personnel and 1 participant stated that they had a problem of recruiting staff due to high personnel costs.

Table 17: Problems in Creating Touristic Products

Participants	Opinions of the Participants
Participant 1	Legal regulations prevent service diversity
Participant 2	Lack of natural and cultural resources and insufficient investment incentives
Participant 3	No problem
Participant 4	The problem of accustoming customers to new products and services
Participant 5	Insufficient resources to diversify the touristic product
Participant 6	Lack of sufficient infrastructure to create touristic products
Participant 7	Lack of adequate support and incentives to develop tourist products
Participant 8	No problem
Participant 9	The number of customers is not sufficient and investment costs are high.
Participant 10	Creating touristic products affects businesses negatively

Source: Authors

Finally, as seen in Table 17, 2 participants stated they did not have any problems in creating touristic products. 2 participants stated that they did not have sufficient resources to create touristic products. 1 participant stated that the legal regulations prevented the creation of touristic products. 1 participant stated that they did not have enough infrastructure to create a touristic product. 1 participant stated that the number of customers is insufficient in creating touristic products and the investment costs are high. 1 participant stated that they had problems because of not being able to accustom the customers to the new products. 1 participant stated that creating touristic products affects businesses negatively.

5. Conclusion and Discussion

This research was carried out to determine the problems faced by the hotel businesses operating in Akçakoca within the scope of internal and external environmental factors. Since 10 managers responded positively to the research, interviews were conducted with 10 hotel managers in total, asking 14 questions. It is possible to gather the results of this research in two groups, namely the problems arising from external environment factors and the problems arising from the internal environment factors.

Problems arising from external environmental factors;

- It is observed that the problems experienced by the hotels in terms of economical environment factors are mainly due to price increases and rises in the inflation rate. Despite rising prices, costs and inflation rates, hotels cannot reflect these increases in their prices. In this case, they have to make low profit from the products they buy at high prices. Therefore, it gets more and more difficult for the hotel enterprises to continue their economic activities as their income and profit ratio decreases.
- Within the scope of natural environmental factors, the problems of hotel enterprises are due to the seasonal characteristic of Akçakoca which is that the summer season is short, because of the Black Sea climate, the weather conditions are constantly changing and it is windy and rainy, and natural disasters (flood, earthquake) are devastating. These situations prevent the guests to visit Akçakoca and cause the number of days they spend in Akçakoca to decrease. This causes the occupancy rate of the hotels to be negatively affected.
- Within the scope of legal and political environment factors, smoking bans applied to businesses in Akçakoca and the fact that businesses do not show a common attitude with a common decision create unfair competition conditions. In addition, taxes applied to hotel businesses are heavy. Because hotel businesses only have dense occupancy rates in summer and serve very few daily customers in winter, taxes do not create economic problem for businesses in peak season. However, since the rate of customers is very low or absent in the winter, heavy taxes create economic problems.
- Within the scope of socio-cultural environmental factors, hotel enterprises have problems arising from situations such as low population of Akçakoca, low number of incoming guests, inadequate education and tourism awareness of local people and guests. Contrary to all these external environment factors, it is also found out that the hotels in Akçakoca do not have problems regarding technological environment factors.
- Problems in the context of immediate environmental factors are generally encountered due to unfair competition with competitors, changes in product quality offered to hotels with suppliers. Also, a small number of problems are encountered because of the general customer profile - customers are generally one-day stay, have low income, unconscious and insatiable.

The problems that hotels face within the scope of internal environment factors

- The biggest problems are the problems experienced in human resources. Within the field of human resources, there is the problem of finding qualified personnel. While hotel businesses with a business certificate and stars have the problem of finding qualified personnel, there is no problem of finding qualified personnel in municipal certified starless hotel businesses since they seek employing at a low cost. One of the most important reasons for this is the fact that hotel businesses with municipal certificates are generally family businesses and serve customers at low standard level. As a result of the studies titled 'Problems Faced by Small and Medium-Sized Enterprises and Transfer Planning' by Güzel et al. in 2018, it was seen that price competition and the need for qualified personnel were the most common problems of SMEs. In this context, the human resources problem seen in the hotel operations in Akçakoca is also seen in the SMEs in Ankara. These two studies have reached similar findings in this aspect.

- It was found out that Akçakoca was negatively affected due to the insufficient publicity and advertisement and that hotel enterprises experienced problems due to the cost of the advertisement and promotion. This situation can be resolved through joint actions of all tourism stakeholders operating in Akçakoca.
- In terms of finance and accounting (investment and personnel), problems often arise because of high costs. As the season is short, the income level of the guests is low and the duration of their stay is short, it turns out that Akçakoca is a more suitable destination for boutique hotels and businesses with a maximum of 3 star standards. Thus, with their small and high quality business model, they will not have big problems in terms of costs. Therefore, the existence of all these problems is observed not only for hotels but also as a fundamental problem in the healthy and long-term development of tourism in Akçakoca. As a result of the study conducted by Ayık and Keskin in 2008 in order to identify and to create solutions for the problems of SMEs operating in the field of manufacturing and marketing in the organized industrial zone of Erzurum, it was found out that the problems were generally caused by finance and management. In this context, two separate studies with financial problems in both hotels and SMEs emerged as a common result. However, while there was a management problem in SMEs, it was found out that there was no such problem in hotels. Similarly, Yörük (2001) in his study on SMEs concluded that 70% of SMEs still have a financing problem. Therefore, this research shows a similar result with the study by Yörük (2001) within the scope of financial dimension.
- Due to Akçakoca’s the natural and cultural assets, climate, and lack of infrastructure, insufficient investment and incentives in the city, hotel enterprises appear to suffer from diversifying tourist products. Insufficient diversity of touristic products also adversely affects the stay of incoming arrivals in Akçakoca and the hotel businesses there. In his study on the problems perceived by businessmen of the Cretan tourism industry by Andriotis (2003), he demanded immediate action from public and private sector to solve the problems that Crete tourism businesses faced such as finance, seasonality, dependence on tour operators, expansion plans and lack of infrastructure. This study shows that the hotel businesses in Akçakoca and Crete experience similar financial, natural, political and supplier-related problems.
- As a result of the research carried out by Bezirgan and Kömür (2019), it is stated that the tourism activity in the region has an increasing trend; Since 20% of the visitors to the region are foreign tourists, the market is limited to domestic tourism; The lack of land in the region and the difficulty of finding qualified personnel are the main barriers to entry to the market; where there is full competition market conditions among many accommodation facilities; Since there is not enough competition among a small number of suppliers, it has been revealed that the power of the suppliers is high and the customer power is high because they have a chance to choose a large number of accommodation facilities. In the results of the research conducted by Güzel et al. in 2018, it was seen that the most common problems faced by SMEs are price competition and the need for qualified personnel. In this context, the results of all three studies show similarity with this research in finding qualified personnel. In addition, the results of this research are similar to the study of Bezirgan and Kömür (2019) in terms of problems with suppliers.
- One of the general results of the research is that the problems experienced by the hotel businesses in Akçakoca are mostly caused by the external environment and especially focused on the remote environment. It is understood that there are problems arising from the economic environment, natural environment, legal and political environment and that these problems are beyond the control of the enterprises and they have difficulty in intervening and developing solutions.

The limitations of the research are listed as follows;

- The first is that the hotel businesses that make up the universe of the research are limited in number and the universe only covers Akçakoca. Another limitation is that some of the limited hotel businesses in Akçakoca are seasonal and closed due to economic reasons.
- Secondly, the problems of hotel businesses were determined within the scope of internal and external environmental factors. No analysis was made for a relationship or effect, but due diligence was made.

Recommendations

Within the scope of the findings obtained from the research, some suggestions can be listed as follows in order to overcome the problems experienced by hotel enterprises in Akçakoca:

- Local authorities should bring together all hotel businesses before the season begins, organize meetings regarding what the problems and shortcomings are, and make joint decisions,

- Studies should be carried out to determine the expectations of the tourists visiting Akçakoca, and tourism product diversification can be made to meet these expectations,
- By promoting and advertising Akçakoca, the length of stay of the guests should be prolonged, and long-term guests should be targeted instead of one-day stay
- In order to benefit from the sea in Akçakoca for a longer period, wave breaker investments can be made.

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INFO PAGE

Problems faced by hotel businesses within the scope of environmental analysis factors: The case of Akçakoca

Abstract

The aim of the research is to identify the problems faced by hotel businesses within the scope of internal and external environmental factors. In this context, qualitative research method was applied in the research. Data was collected through face-to-face semi-structured interviews with people who are the owners and senior managers of hotel businesses operating in Akçakoca. A total of 10 hotel businesses were interviewed. Data were analyzed with descriptive analysis technique. As a result of the research, it has been revealed that the enterprises face economic, political, legal and natural environmental problems arising from the remote environmental factors. It was also found out that they do not generally encounter problems arising from immediate environmental factors. Lastly, it was found out that generally they face marketing, human resources, finance and accounting problems in general in the context of internal environmental factors.

Keywords: *Hotel businesses, Business environment factors, Akçakoca, Tourism*

Authors

Full Name	Author contribution roles	Contribution rate
Muammer Mesci :	*Conceptualism, Methodology, Investigation, Data Curation, Writing - Review & Editing, Supervision*	*25%*
İstemi Çömlekçi:	*Conceptualism, Methodology, Data Curation, Writing - Review & Editing, Supervision*	*25%*
Emrah Öztürk :	*Conceptualism, Methodology, Validation, Formal Analysis, Investigation, Resources, Data Curation, Writing - Original Draft, Writing - Review & Editing, Supervision*	*30%*
Orhan Batman:	*Conceptualism, Resources, Writing - Review & Editing, Supervision*	*20%*

Author statement: *Author(s) declare(s) that All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards.* ***Declaration of Conflicting Interests:*** *The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article*

This paper does not required ethics committee report

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Mount Erciyes and sports tourism: A study to evaluate the current situation

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ABSTRACT

In the changing and developing world, people's needs and requests have also begun to vary, and this situation has given the opportunity for the emergence of alternative tourism types on the basis of the tourism sector. Sports tourism, on the other hand, has emerged as an alternative tourism type that includes the active or passive participation of individual or group participants in different branches as a niche market. In this research, it is aimed to evaluate the potential of Mount Erciyes in terms of sports tourism and to present guiding knowledge for sector and public representatives. In this direction, prioritization was made with the SWOT analysis through interviews with fourteen stakeholders in the region, and then with the Analytical Hierarchy Process (AHP) method in line with the findings obtained. Accordingly, it has been determined that Mount Erciyes has strengths and opportunities such as accessibility and being in the Cappadocia Region, as well as weaknesses and threats such as insufficient infrastructure and increased competition. In addition, it has been seen that global competition is a threat to destination, but accessibility is the most important criteria to gain a competitive advantage.

1. Introduction

Developments in information, communication, and transportation technologies have supported the tourism sector to reach a global extent (Akın *et al.*, 2020). The strong development of the sector has brought many economic benefits and cultural exchanges, paving the way for the effective and efficient use of resources in the destination (Yang *et al.*, 2020). Increasing competition conditions in the industry have directed both destinations and tourism businesses to product diversification in order to meet changing touristic trends (Bayraktar *et al.*, 2017). Türkiye has a different place and importance in terms of product diversification with its touristic supply resources. Considering its historical and cultural values and geographical location, it has characteristics that can compete at an elevated level in international market conditions in terms of alternative tourism types (Özçoban, 2019). Considering the opportunities Türkiye has in terms of natural, cultural, and historical riches, especially sports tourism is considered as an opportunity (Bayraktar *et al.*, 2017).

As one of the largest and fastest growing components of the travel and tourism industry (Singh *et al.*, 2016), the economic contribution of sports tourism has increased strongly in recent years. Sports tourism is characterized by offerings built on diversified services. These offers appear as a combination of services as well as a set of services offered or sold in numerous ways (Pigeassou, 2004). Today, many number of people who want to benefit from this integrated service travel to certain destinations to participate in more sports organizations and to perform amateur and/or professional physical activities (Zauhar, 2004).

Sports tourism includes the active participation of tourists in sports, not just watching some sports events . It is also a way to experience the culture and characteristics of the destination through sports, as well as expend physical energy (Yang *et al.*, 2020). Sports events are among the most effective tools to attract the attention of tourists living in a different culture and country. Among these events, not only mega sports events such as the Olympic or Paralympic Games but also regional sports events play a key role in reflecting the local culture and identity (Takata & Hallmann, 2021). In addition to providing employment opportunities especially for the destination, it facilitates cultural interaction between visitors and the locals. It also helps maintain the sustainability of destination attractions by providing tourist activity throughout the year (Mesci *et al.*, 2021). In this context, societies not only gain financially from sports tourism but also gain in terms of the

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Research paper

sense of well-being in the society and the development of the prestige of the region (Deery *et al.*, 2004).

Like other components of tourism, effective management is especially important for the real use of the benefits derived from sports tourism (Deery & Jago, 2005; Yamaç Erdoğan, 2023). It should be guided by a strategic plan that identifies key objectives in the development of the region and includes a set of strategies aimed at achieving these objectives (Deery & Jago, 2005). Sustainable sports tourism activities that emphasize positive effects and minimize negative effects do not come about by chance and require careful planning and implementation. It is necessary to focus on the strategic planning necessary to drive the events towards positive results and sustainability for both the organizers and the local community (Chersulich Tomino *et al.,* 2020). In addition, the fact that sports activities are a part of cultural production and consumption also contributes to the development and marketing of destinations (Mesci *et al.*, 2021). The development of sports tourism in the destination is particularly noteworthy for its promise to improve the social well-being and quality of life of the host community. The commercial and traditional success of sports tourism contributes to the destination economically, socially, environmentally and culturally (Chang *et al.*, 2020).

Within the scope of the research, the potential of Mount Erciyes, which has an important touristic attraction and is accepted as a high-altitude center, in terms of sports tourism has been evaluated. For this purpose, interviews were held with stakeholders related to tourism in the destination. When the relevant body of knowledge is examined, the limited number of studies related to the subject and the absence of any study specific to the destination that is the subject of the research reveal the original aspect of the research. In addition, the results obtained within the scope of the research can be a guide especially for the sector managers in the necessary planning and / or investment processes for sports tourism. In this context, it can be stated that the results of the research will contribute to both theory and practice.

2. Conceptual Framework

High-altitude Center

The altitudes considered suitable to benefit from the benefits of high-altitude training are between 1700 and 2300 m. Establishing high-altitude centers below 1700 m has little stimulating effect; establishing above 2800 m may cause oxygen deficiency (erciyeskayakmerkezi.com). Studies about centers located at suitable heights have revealed that athletes contribute to their endurance levels by directly affecting their in-season performance levels. In addition, it has been seen that an average of 2-3 weeks of exercises will increase the efficiency to be obtained (Toy & Eymirli, 2012).

Practicing at high-altitude centers positively affects sporting performances. The subject of high-altitude started to attract the attention of researchers after the 1968 Mexican Olympic Games. After the Olympics, the better performance of the athletes living at high-altitudes, especially in organizations that require endurance, brought up the issue of examining the relationship between high-altitude training and performance. Subsequent studies in this area have shown that high-altitude activities have a direct and positive effect on performance and endurance (Tuncay & Kılınç, 2018).

Since high-altitude increases the amount of oxygen, besides physical performance, high regions facilitate all mobility (Cerit & Erdoğan, 2019). Adaptation of metabolism to high-altitude provides an increase in red blood cells (30-50%). Athletes can provide various physiological benefits, such as an increase in blood cells, hemoglobin count and enzymes in muscle tissue because of training in centers established at suitable heights (erciyeskayakmerkezi.com, 2022). Especially pre-season training in such centers is particularly important in terms of the development of the athletes and their preparation for the season. High-altitude centers offer the opportunity for athletes to have a good preparation period at the beginning of the season.

Mount Erciyes High-altitude Center

Mountaineering activities provide significant benefits for the development of the regions where they are located. Considering the geographical structure of Türkiye, mountaineering tourism offers an important opportunity in terms of reducing the seasonal intensity of tourism and transferring the tourist flow from the coastal regions to the inner regions (Tanrısever *et al.*, 2018). One of the important tourism centers for the realization of mountaineering activities in Türkiye is Mount Erciyes in Kayseri.

Due to its location, Kayseri is in a convenient location, especially in terms of road transportation. In addition, the fact that there are many daily scheduled flights, especially from Istanbul, as well as from different airports, facilitates access to the city and therefore to the centers of attraction and contributes to the competitiveness in the market. The fact that Mount Erciyes is located 20-30 minutes away from the city center and the variety of urban transportation alternatives (such as bus, taxi and tram) can be considered as another advantage (Özçoban, 2019).

The main purpose of the establishment of the high-altitude center on Mount Erciyes is to spread sports and mountaineering activities throughout the year. The facility was put into service in 2020 by Kayseri Metropolitan Municipality. Erciyes High-Altitude Camp Center is located at 1840 altitude of Mount Erciyes. Considering that suitable heights for high-altitude centers are between 1700 and 2300 m, it is possible to say that the location of Erciyes High-Altitude Camp Center is ideal. Erciyes High-Altitude

Figure 1: Mount Erciyes High-altitude Center

Source: *(erciyeskayakmerkezi.com, 2022)*

Camp Center has been transferred to Erciyes I.C. by the Metropolitan Municipality. The center, preferred by seven clubs, hosted 15 teams in 2022. In Türkiye, when the average temperature is 35-40 degrees, the athletes who prefer the center have the opportunity to train at 20-22 degrees. In addition to the two fields that can be used currently, the construction process for six grass fields and technical units continues (erciyeskayakmerkezi.com, 2022).

3. Literature Review

The relationship between sport and tourism is not new, and researchers have seen the rise of sporting events as one of the most important components of event tourism (Chersulich Tomino *et al.*, 2020). There have been many studies on alternative tourism types. Sports tourism is perhaps the largest of these types, and the number of studies on sports tourism has increased in recent years (Mesci *et al.*, 2021). Sports tourism not only makes a significant contribution to the local and national economies but also has a strong potential to further improve this contribution (Deery & Jago, 2005).

Regarding the locals' perception of sports tourism, Chang *et al.*, (2020) state that if the local people are well informed about the sports tourism activity, they will be more excited and willing to participate in sports tourism events. In the study by Şanlıoğlu and Erdem (2017), in which the tourism perception of the local people of Kayseri was investigated, it was stated that the local people in Kayseri approached the development of the tourism sector positively and supported the development of the sector. This situation is important for the development of tourism in Kayseri and alternative tourism types can be developed.

Moradi et al. (2022) emphasizes that the development of sports tourism activities in the destination can affect numerous factors such as the destination's reputation, convenience, attractiveness, perceived image, optimal service quality, technology and innovation, human resources, cost-effectiveness, promotion and marketing, security and infrastructure. Similarly, in another study, investments in sports and event infrastructures, employment, long-term tourism season, new tax revenues and also the potential to attract media attention were expressed. On the negative way, the high (and sometimes excessive) costs associated with the construction and preparation of infrastructures were highlighted (Chersulich Tomino *et al.,* 2020). In this context, it can be said that sports tourism activities are an opportunity to improve the competitiveness of the destination. In addition, public and private sector cooperation is important for investments to be made.

Another stakeholder in sports tourism is the athlete. Athletes' good preparation for the season and planning their training correctly are directly proportional to their success. Kaya and Gökdemir (2015) found that high-altitude training can positively affect the performance of athletes. In addition, Bayraktar *et al.*, (2017) emphasize the view that football camps at high-altitude are important in terms of athlete endurance and season-long performance. It is also stated that it minimizes seasonal vulnerabilities and if it is developed, the differences between seasons will disappear.

Considering the advantages of Mount Erciyes in Kayseri, it is especially important to reveal the potential. In particular, the fact that Mount Erciyes becomes a center of attraction for national and international teams and amateur and/or professional athletes will support the development of tourism in the destination. Managers who set visions and strategies for the development of sports tourism should have a strategic plan that is constantly reviewed, updated and widely accepted. Failure to do so will prevent the sector from realizing its potential (Deery & Jago, 2005). In this context, scientific studies on the subject will help managers plan.

4. Methodology

The aim of the research is to determine the potential of Mount Erciyes as a high-altitude center in terms of sports tourism, prioritize the criteria related to the potential and present original and guiding knowledge about the recommendations that are important for the destinations in terms of planning and implementation. In this context, SWOT analysis and AHP were used together in the research. In the process of evaluating Mount Erciyes as a high-altitude center in terms of sports tourism, interviews were held with 14 stakeholders related to tourism in the destination. In line with the fact that the number of participants in AHP analyzes can be performed with data obtained from one person or more than one person coming together for a common purpose (Steward, 1992; Paksoy, 2017, pp. 7), it is seen that the number of participants reached is sufficient.

A purposeful sampling method was used to determine the managers to be interviewed. Purposeful sampling is the preference of information-rich situations/people in the context of the relevant subject in order to conduct in-depth research in line with the purpose of the research (Altunışık *et al.*, 2012). Six of the 14 people determined as a sample in the research are representatives of the sector such as travel agencies, ski businesses, accommodation businesses, food and beverage businesses, tourist guides, three are tourism academicians, and five are public institutions and non-governmental organizations related to tourism. The businesses among the participants include those operating in the Erciyes Region. Tourism-related representatives from institutions and organizations such as Erciyes Inc., Provincial Culture and Tourism Directorate, Tourism Faculty, Tourism Enterprises Association participated in the paper. The interviews were held between 20-30 December 2022. For this study, the Ethics Committee's permission was obtained from the Scientific Research and Publishing Ethics Board for Social and Humanities of Erciyes University with the decision dated 27 December 2022 and numbered 556.

After the interviews were made for the SWOT analysis, the criteria determined for the sports tourism potential of Mount Erciyes were prioritized with the AHP method. During the SWOT analysis process, re-appointments were made with the interviewed participants and a second round of interviews was held between 23 January and 03 February 2023 on the days and times determined. The hybrid use of SWOT analysis and AHP management (A'WOT) provides the opportunity to organize the decision process criteria for determining the potential of Mount Erciyes in terms of sports tourism, to evaluate the criteria based on pairwise comparison, and to determine the relative importance of each criterion (Shrestha *et al.*, 2004). The model of the research is given in Figure 2.

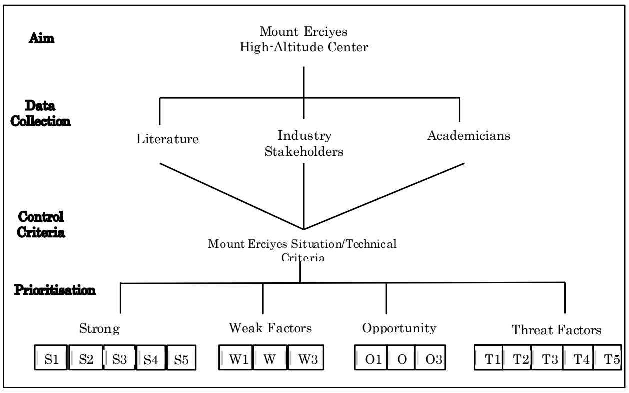

Figure 2. Research Model

Source: Adapted from Erdem et al., (2022).

In Figure 1, the research process is illustrated in its simplest form. In addition, the details of the SWOT analysis and the AHP method (A'WOT) as well as the information about the analyses are given in the findings section, respectively.

5. Findings

Within the scope of the research, the findings regarding the demographic distribution of the participants were included. Accordingly, the demographic distribution of the participants was found to be between the ages of 31-40 (50%), male (85.7%), university (two or four years of education) graduates (64.2%) and sector representatives (42.8%). As a result of the SWOT analysis conducted with the participants in the study, five criteria were determined

Table 1. SWOT Analysis of Mount Erciyes

Strengths	Explaining
Awareness of Mount Erciyes	Hosting national and international events
Physical structure of Erciyes	Its physical structure is suitable for many sports activities such as camping, cycling and mountaineering.
Accessibility of Mount Erciyes	The fact that it is close to the city center and the quality of transportation makes Mount Erciyes stronger compared to other destinations.
Variety of facilities in Erciyes	The variety of sports facilities, the continuous increase in the variety of accommodation and food and beverage facilities, the enough accommodation and food and beverage facilities
Quality of facilities in Erciyes	The new accommodation and catering facilities and the quality of the accommodation and catering facilities
Weaknesses	**Explaining**
Lack of promotion and marketing	The perception of only skiing is widespread, the promotion and marketing of different sports branches is insufficient, and there is no travel agency dealing with sports tourism
Insufficient infrastructure	There are few world-class enterprises, insufficient facilities for other sports branches, a lack of entertainment life, insufficient organizations for different sports branches, parking problems and insufficient shopping (shopping mall, market) opportunities
Poor vegetation	Due to its structure, there is no particular tree diversity
Opportunities	**Explaining**
Having an effective management	Having destination management (Kayseri Erciyes I. C.)
Being in the Cappadocia Region	Kayseri has a central location, is located in the Cappadocia Region, and Kayseri has rich historical and cultural values.
It will be the last to be affected by the climate crisis.	According to the statements of the participants, the studies show that Mount Erciyes is the latest to be affected by the climate crisis compared to other regions.
Threats	**Explaining**
Climate crisis	The deterioration of the natural structure as a result of global warming worldwide
Managerial problems	The fact that the industry is prioritized in the city, different products cannot be developed, the Erciyes Master Plan has not been fully completed, there are managerial inadequacies, the number of alcoholic facilities, the increase in the effects of inflation and the inadequate planning pose a threat to Mount Erciyes compared to other destinations.
Increasing competition	The emergence of new competitors and touristic products in both national and international markets
Poor brand image	Insufficient impressions of Mount Erciyes, which is formed by tourists as a sports tourism destination
Lack of qualified staff	Insufficient number of qualified staff from sports tourism service to trainers

Source: Elaborated by Authors

for the strengths and threats of Mount Erciyes as a high-altitude center in terms of sports tourism, and three criteria for each of the weaknesses and opportunities. The criteria determined within the scope of the research and the explanations regarding these criteria are given in Table 1.

The criteria for opportunities and threats, as well as strengths and weaknesses, were determined based on the responses of the participants to the SWOT. For example, the fact that Mount Erciyes hosts national and international organizations, which different participants expressed as a strength, was evaluated by the researchers as the criteria for 'awareness of Erciyes'. Therefore, a total of 16 criteria were determined within the scope of the research. At this point, the point to be noted is that the criteria are 'accessibility of Mount Erciyes' as strengths, 'having an effective management' in opportunities and 'managerial problems' in threats. Accessibility is basically an opportunity for the destination, but according to the evaluations of the participants, what is wanted to be emphasized about accessibility is that the accessibility criteria make Mount Erciyes stronger compared to other destinations. Similarly, the situation of 'having an effective management', which is expressed as an opportunity, is a strength that Erciyes has, but the participants evaluate the opportunities offered by an effective management within this scope. 'Managerial problems' is actually weakness for a destination, but the participants express the threats that managerial problems pose to Mount Erciyes.

After the SWOT analysis, the AHP method was used to compare the sub-criteria among themselves and to prioritize the criteria. If SWOT analysis and AHP are used together, the importance of each criterion in the decision-making process can be measured quantitatively (Yüksel & Akın, 2006, pp. 255). In the AHP process, the participants were first asked to compare the main criteria and sub-criteria among themselves. While AHP data was collected, according to the 1-9 scale created by Saaty (1990) (1=Equal importance, 2=Weak, 3= Moderate importance, 4= Slightly above medium, 5= Strong importance, 6= Slightly above strong, 7 = Very strong importance, 8= Very very strong importance 9= Absolute importance) pairwise comparison matrices were created.

Then, the process of calculating the priority values of the pairwise comparison matrices was started. To calculate the priority values of the matrices, first of all, the normalization process should be performed. To normalize the matrices, each column must be summed (Yılmaz & Güneren, 2023). In addition, each value in the matrix must be divided by the sum of the columns (F1). In this way, the priority value is obtained by averaging each row of normalized values. The matrix on which the normalized operation is applied is called the "normalized pairwise comparison matrix". The relevant formulas used in this process are shown below.

$$C_{ij} = \frac{a_{ij}}{\sum_{i=1}^{n} a_{ij}} \qquad \text{(F1)}$$

$$C = \begin{bmatrix} c_{11} & c_{12} & \cdots & c_{1n} \\ c_{21} & c_{22} & \cdots & c_{2n} \\ . & & & . \\ . & & & . \\ . & & & . \\ c_{n1} & c_{n2} & \cdots & c_{nn} \end{bmatrix} \textit{(Normalized pairwise comparisons matrix)}$$

By using the normalized pairwise comparison matrix, the average of the row components in the C matrix is taken with the F2 equation formula to obtain the importance values of the criteria among themselves. As a result of this process, the priority value of the criteria in the pairwise comparison matrix is calculated. The priority vector W emphasizing the priority value of the criteria is a column vector shown below.

$$w_i = \frac{\sum_{j=1}^{n} c_{ij}}{n} \qquad \text{(F2)}$$

$$W = \begin{bmatrix} w_1 \\ w_2 \\ . \\ . \\ . \\ w_n \end{bmatrix} \textit{(Priority Vector)}$$

In the process of calculating the consistency ratio (CR), the consistency of the comparisons made between the criteria can be tested. In the calculation part of the consistency ratio, AHP compares the number of criteria with a coefficient (λ) expressed as the “Basic Value”. In the process of calculating λ, firstly the D column vector is obtained from the matrix multiplication of the comparison matrix A and the priority vector W.

$$D = \begin{bmatrix} a_{11} & a_{12} & \cdots & a_{1n} \\ a_{21} & a_{22} & \cdots & a_{2n} \\ . & & & . \\ . & & & . \\ . & & & . \\ a_{n1} & a_{n2} & \cdots & a_{nn} \end{bmatrix} x \begin{bmatrix} w_1 \\ w_2 \\ . \\ . \\ . \\ w_n \end{bmatrix}$$

Returns the basic value (E) for each evaluation criteria from the division of the reciprocal values of the D column vector and W column vector reached, as defined in the formula (F3). The arithmetic mean (F4) formula of the relevant values provides the basic value (λ) for comparison.

$$E_i = \frac{d_i}{w_i} \quad (i = 1,2,\ldots,n) \qquad \text{(F3)}$$

$$\lambda = \frac{\sum_{i=1}^{n} E_i}{n} \qquad \text{(F4)}$$

After determining the λ value, the Consistency Indicator (CI) is reached using the following formula (F5).

$$CI = \frac{\lambda - n}{n - 1} \qquad \text{(F5)}$$

At the last stage, the CR value is obtained by dividing the consistency indicator (CI) by the standard correction value, which is expressed as the Random Indicator (RI) and included in Table 2. The relevant value corresponding to the number of criteria should be selected from the table showing the random index values below.

Table 2. Random Index Values

N	2	3	4	5	6	7	8	9	10
RI	0.0	0.58	0.90	1.12	1.24	1.32	1.41	1.45	1.49

Source: (Karakuş, 2019)

$$CR = \frac{CI}{RI} \quad \text{(F6)}$$

A CR value greater than 0.10 indicates a calculation error made by the researcher(s) or the inconsistency of the sample in the process of comparing the criteria. In this respect, for the decision matrix to be consistent, the CR value should be less than or equal to 0.10 (Doğan & Sözbilen, 2014).

Three participants whose evaluations were not consistent were interviewed again, and within the scope of the evaluation made by 14 participants (CR1= 0.02, CR2=0.02, CR3=0.04, CR4=0.05, CR5=0.06, CR6=0.05, CR7=0.02, CR8= 0.03, CR9=0.01, CR10= 0.06, CR11=0.07, CR12=0.03, CR13= 0.03, CR14= 0.09) for the main criteria, they were listed as strengths (30%), weaknesses (28%), threats (25%) and opportunities (17%). Participants then prioritized the strengths and weaknesses, as well as the sub-criteria of opportunities and threats, by making a pairwise comparison among themselves. Accordingly, the combined importance values and order of the SWOT groups and sub-criteria are given in Table 3.

As a result of the evaluations, it has been determined that 'the accessibility of Mount Erciyes' has the highest weighted average among the strengths criteria as a high-altitude center, while the 'quality of the facilities in Erciyes' has the lowest weighted average. In the evaluation of the participants for the sub-criteria of the weaknesses dimension of Mount Erciyes, the criteria with the highest weighted average (0.42) is 'insufficient infrastructure', while the criteria with the lowest weighted average (0.26) is 'poor vegetation'. As a result of the evaluation made for the dimension of opportunities, the criteria with the highest weighted average rating (0.46) was 'being in the Cappadocia Region', while 'having an effective management' was the criteria with the lowest weighted average (0.20). On the other hand, as a result of the prioritization made on the basis of the threats dimension sub-criteria, "increasing competition" was the criteria with the highest weighted average (0.29), while "lack of qualified staff" was the criteria with the lowest weighted average (0.08).

6. Conclusion and Recommendations

The diversification of touristic trends with globalization and technological developments also diversifies the products and services offered by destinations. The natural and artificial resources of destinations are the most fundamental determinants of the diversity of these products and services. Therefore, it is important to determine the current situation of destinations for alternative tourism types, to evaluate them and to reveal them based on criteria,

Table 3. Integrated Significance Values and Order of SWOT Groups and Sub-Criteria

SWOT Groups	SWOT Groups: Weighted Averages	O	Sub-Criterias		Weighted Averages Within the Factor's Group
Strengths	0,300	1	S1	Accessibility of Mount Erciyes	0,329
			S2	Physical structure of Erciyes	0,235
			S3	Variety of facilities in Erciyes	0,156
			S4	Awareness of Mount Erciyes	0,154
			S5	Quality of facilities in Erciyes	0,125
Weaknesses	0,280	2	W1	Insufficient infrastructure	0,425
			W2	Lack of promotion and marketing	0,307
			W3	Poor vegetation	0,268
Opportunities	0,170	4	O1	Being in the Cappadocia Region	0,466
			O2	It will be the last to be affected by the climate crisis.	0,330
			O3	Having an effective management	0,204
Threats	0,251	3	T1	Increasing competition	0,290
			T2	Climate crisis	0,240
			T3	Managerial problems	0,209
			T4	Poor brand image	0,176
			T5	Lack of qualified staff	0,085

Source: Elaborated by Authors

in terms of effective and efficient planning. In line with this information, the availability of products and services related to different sports branches in Mount Erciyes as a high-altitude center and winter tourism destination, the importance of evaluating the current situation of Mount Erciyes in terms of sports tourism has emerged. In this direction, within the scope of research and publication ethics, a SWOT analysis was conducted to determine the strengths and weaknesses, as well as opportunities and threats, regarding the current situation of Mount Erciyes regarding sports tourism, through interviews with tourism-related stakeholders in this research. In addition, criteria were determined in terms of being a sports tourism center and then these criteria were prioritized with the AHP method.

As a high-altitude center, the criteria of awareness, physical structure, accessibility, variety and quality of facilities have been determined regarding the strengths of Mount Erciyes in sports tourism. As a result of prioritization, accessibility had the highest average. Therefore, in terms of accessibility, Mount Erciyes gains a significant competitive advantage as the opportunity it has makes the destination strong. Considering that accessibility is a crucial factor in destination preferences (Handy, 2005), qualities such as proximity to the city center and the quality of transportation opportunities offer important opportunities in terms of sports tourism and make the destination strong. In terms of average, the accessibility criteria is followed by the physical structure, the diversity of the facilities, the awareness and the quality of the facilities, respectively. These criteria express the important values that destinations should have in the global tourism market (Kavacık *et al.,* 2012). Therefore, although its priority for sports tourism differs, it is seen that Mount Erciyes has the qualities that will provide a competitive advantage in the global tourism market. These characteristics include the destination's hosting of organizations, the continuous increase in the variety and quality of facilities, and the land structure suitable for various sports activities.

According to the prioritization order regarding the weaknesses of Mount Erciyes, the criteria of insufficient infrastructure, lack of promotion and marketing and weak vegetation were determined. Inadequate infrastructure, few world-class enterprises despite having adequate facilities, insufficient facilities for other sports activities despite the appropriate infrastructure, entertainment, shopping, parking etc. It was in the first place due to reasons such as inadequacies in terms of issues. Infrastructure facilities are indispensable for tourists to have a positive experience and impression in terms of destinations (Jovanović & Ilić, 2016). Therefore, infrastructure has a particularly major place for destinations, and according to the data obtained within the scope of the research, it has been seen that the inadequacy of infrastructure is the top priority criteria for Mount Erciyes. The second rank in prioritization is the lack of promotion and marketing, which cover processes related to perception and advertising. In addition to perceptions about the value and characteristics of the destination, promotion and marketing activities create a critical point of attraction and direct the preferences of potential tourists (Meng & Uysal, 2008). In this context, the lack of promotion and marketing is an important problem for Mount Erciyes to gain a competitive advantage in terms of sports tourism in global markets. On the other hand, it is known that skiers prefer destinations that are rich in trees and more have landscape beauty (Landauer *et al.,* 2014). This situation shows an important weakness of Mount Erciyes in terms of sports tourism on the basis of vegetation.

The fact that Mount Erciyes is located in the Cappadocia region, will be least affected by the climate crisis, and has effective management creates opportunities for participants. The Cappadocia region, which has significant global recognition, is important for Mount Erciyes to gain more recognition as a high-altitude center. In particular, presenting integrated tourism products as a package will provide an opportunity to attract more tourists based on sports tourism. On the other hand, considering the significant impact of the climate on the development of winter sports (Cıngı, 2021), the fact that Mount Erciyes has the latest impact from the climate crisis is quite important in terms of the sustainability of the products and services offered. Despite being a strong advantage, another opportunity offered by Mount Erciyes, which is evaluated based on this strong advantage, is its effective management, which is ranked third in priority. Destination management organizations, whose main function is to market and manage the marketing activities of the destination (Elbe *et al.*, 2009), are important in making effective decisions and speeding up decision-making processes. In this context, having a management organization for Mount Erciyes has been seen as an opportunity by participants.

The factors that pose a threat to Mount Erciyes regarding sports tourism have been identified in order of priority as increasing competition, climate crisis, managerial issues, weak brand image, and shortage of qualified staff. As previously mentioned, technological developments in particular are globalizing destinations and putting them in an intensely competitive environment (Akın *et al.*, 2020). Therefore, global competition is seen as an important threat to Mount Erciyes based on sports tourism. Another threat is the climate crisis. As mentioned in the opportunities section, although Mount Erciyes is least likely to be affected by the climate crisis, there are certainly some threats posed by global warming that the participants have considered. Managerial issues prioritized third in terms of threats refer to problems believed to be related to weaknesses in central and local governance, while effective management, presented as an opportunity, can also pose a threat in some applications. For example, the inability to develop various products is expressed as a weakness of the destination management organization, while prioritizing industry in the city is expressed as a weakness of other managerial factors and the threat that this weakness can create is also mentioned. There are some significant global changes within managerial issues, but threats that may arise at the destination level have been considered by the participants. The last two criteria identified as threats are the weak brand image and the shortage of qualified staff. The brand image of destinations not only affects tourist preferences but also directly affects tourist satisfaction (Martins, 2015). Qualified staff are one of the most key factors in the products and services offered by destinations (Rahimi *et al.*, 2020) and, like brand image, have a significant impact on tourist satisfaction. Therefore, for Mount Erciyes to stand out from its global competitors as a high-altitude center, it is necessary to make some improvements in these areas.

Based on the findings obtained through the SWOT analysis and AHP regarding the current situation of Mount Erciyes as a high-altitude center for sports tourism, it is possible to propose some recommendations not only for Mount Erciyes but also for different destinations. Therefore, within the scope of the research, first and foremost, recommendations can be made for Mount Erciyes, including;

- Based on SWOT groups, preserving and sustaining the strengths in order to ensure the continuity of competitive advantage in global markets,
- Diversification of products within the physical structure,
- Increasing world-class enterprises for not only accommodation but also other sectors, providing facilities for other sports branches, and eliminating inadequacies especially related to entertainment and shopping, to eliminate the inadequacy of infrastructure related to weaknesses,
- Carrying out activities to break the perception that it is only winter tourism,
- Removing the weaknesses related to vegetation by artificial means, with the thought that they cannot be eliminated by natural means,
- Making significant use of these opportunities through activities such as the presentation of integrated touristic products, the activation of effective management elements, and the presentation of the resources allowed by the climate, based on opportunities that are important for the sustainability of the region and reaching more audiences,
- In terms of the factors posing a threat, it is recommended to take measures to address global competition, the protection of natural resources, the climate crisis, managerial problems that may affect tourist demand and satisfaction, strengthening the image as a brand, and eliminating the shortage of qualified staff for different touristic products.

On the other hand, it is possible to present some recommendations for different destinations within the findings of the research. These recommendations are important in terms of having common characteristics for both Mount Erciyes and destinations with similar structures and resources:

- Considering that accessibility is one of the most important aspects of competitive advantage, enabling easy and fast access not only physically but also in terms of communication,
- Focusing on tourist satisfaction, brand image and positive word-of-mouth marketing, with the presentation of fully diversified products and services with all aspects of eliminating the shortage of qualified staff as well as infrastructure deficiencies,
- Taking measures to eliminate the problems that may arise from the central and local governments as well as the destination management organization,
- Activating action plans against the climate crisis, as the effects of global warming on destinations as well as in all processes of life are inevitable,
- Adoption of practices such as e-marketing and real-time marketing that can reach more audiences through promotional and marketing activities aimed at creating positive perceptions and increasing awareness,
- Product diversification by making use of the opportunities offered by the region as well as other sources as much as possible,
- It is recommended to provide facilities for all sectors in terms of diversity and quality and to increase them quantitatively.

In addition to the limited number of studies on the determination of the current situation in sports tourism, especially with the AHP technique, the lack of any study specific to the destination that is the subject of this research constitutes the reason for the emergence of this research in terms of filling the gap in the relevant body of knowledge. In other words, the presentation of the knowledge that is expected to have a widespread impact on the body of knowledge related to this research reveals the original aspect of the research. Guidance evaluations and recommendations were presented to sector representatives and researchers, especially with the knowledge based on different techniques. While the outputs of the research provide a comparative evaluation opportunity for research to be conducted based on different destinations, it includes a general evaluation for the sector representatives to create a strategy. Despite these contributions to sector representatives, researchers and related body of knowledge, some limitations of the research can be mentioned. It can be stated that these limitations also include recommendations for future research. Although this research, which is based on Mount Erciyes, contains sufficient knowledge about the determination of the current situation of sports tourism in the relevant destination, researches to be carried out in the universe of larger destinations and with the participation of different stakeholders will provide more generalizable findings. In addition, the development of strategies based on the findings and the execution of applications for destinations as much as possible will bring the widespread impact of these studies to the fore.

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INFO PAGE

Mount Erciyes and sports tourism: A study to evaluate the current situation

Abstract

In the changing and developing world, people's needs and requests have also begun to vary, and this situation has given the opportunity for the emergence of alternative tourism types on the basis of the tourism sector. Sports tourism, on the other hand, has emerged as an alternative tourism type that includes the active or passive participation of individual or group participants in different branches as a niche market. In this research, it is aimed to evaluate the potential of Mount Erciyes in terms of sports tourism and to present guiding knowledge for sector and public representatives. In this direction, prioritization was made with the SWOT analysis through interviews with fourteen stakeholders in the region, and then with the Analytical Hierarchy Process (AHP) method in line with the findings obtained. Accordingly, it has been determined that Mount Erciyes has strengths and opportunities such as accessibility and being in the Cappadocia Region, as well as weaknesses and threats such as insufficient infrastructure and increased competition. In addition, it has been seen that global competition is a threat to destination, but accessibility is the most important criteria to gain a competitive advantage.

Keywords: *Mount Erciyes, Sport tourism, High-altitude, A'WOT.*

Authors

Full Name	Author contribution roles	Contribution rate
Ahmet Erdem :	*Conceptualism, Methodology, Software, Validation, Formal Analysis, Investigation, Resources, Data Curation, Writing - Original Draft, Writing - Review & Editing, Visualization, Supervision, Project administration, Funding acquisition*	*50%*
Mehmet Halit Akın:	*Conceptualism, Methodology, Software, Validation, Formal Analysis, Resources, Data Curation, Writing - Original Draft, Writing - Review & Editing, Visualization, Supervision, Project administration, Funding acquisition*	*50%*

Author statement: *Author(s) declare(s) that All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards.* ***Declaration of Conflicting Interests:*** *The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article*

Ethics Committee Satatement: Ethics committee report is available for this research and it has been documented to the journal

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The characteristics of accommodations in the early period of tourism development: The case of Okinawa

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Early period of tourism destination,
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ABSTRACT

This paper aims at demonstrating the characteristics of the accommodations in the early period of the tourism development and determining the relationships between these characteristics and the price before it became a well-developed tourism destination focusing on Okinawa, Japan. Before Okinawa was returned to Japan, tourism markets were limited due to political reasons, though, tourism industries were developed and became a popular tourism site after the return of Okinawa. First, this paper conducted a principal component analysis (PCA) to identify the characteristics of the tourism accommodations. Two characteristics were obtained: one is for the characteristics of Western style hotels, the other is for Japanese-style accommodations which feature in traditional Japanese style rooms. Then a regression model was carried out to estimate the relationships between the price of accommodations and the characteristics obtained from the PCA. The estimation model showed that the characteristics of the Western style hotels more strongly influenced to the price, compared with those of the Japanese-style accommodations. Further, regional dummy variables were added to the model, which showed the price differences of accommodations between the cities and peripheral areas. Based on these results, Western style facilities were found to be more expensive before tourism development took off, and they were limited only in the part of areas in Okinawa.

1. Introduction

Economic activities are generally limited in island regions because of their geographical characteristics, such as smallness, remoteness, or their nature environment (Briguglio, 1995). In Japan, small islands are spread all over the nation. Tourism is likely to be one of the significant industries in the most of islands, and many of islands in Japan are also applicable for this typical pattern.

Okinawa is located in the southern part of Japan and is one of the representative regions of this pattern. In 1972, Okinawa was returned to Japan by the U.S. government, which prompted tourism development. Since then, Okinawa's tourism development has been growing and the patterns of development was almost typical cases as tourism lifecycle development (Butler, 1980). Previous papers focused on the process of development in Okinawa to consider the change in the tourism market (Matsuhaka, 1995, Miyagi 2010). Their discussion points focused on the process of the development and considered the present situations. Meanwhile, the early period of development was inadequately discussed from a statistical perspective, particularly the regional differences in the tourism destinations.

This paper considers the early periods of tourism development in Okinawa and discusses the characteristics of the accommodations. In some previous works, they have considered the social situations using a qualitative approach although descriptive data was indicated (Kakazu, 2011; Perez, 2013). Meanwhile, the statistical approach such as multivariate analysis was less examined in those works. Besides, perspectives were basically focused on the prefectural level in previous works. However, Nguyen (2017) demonstrated the pattern of the development such as the transportations and resort with the spatial approach and found the process of the development from the mainland to outer islands. Hence, this study discusses the regional differences between the urban and periphery areas of Okinawa. This perspective could be significant to deepening the understanding of the mechanism of tourism development, especially in island regions where tourism is significant for the society and economy.

2. Literature Review

Okinawa is a prefecture that owns many of the island regions in Japan. Owing to this regional characteristic, tourism has been one of the most significant industries for its regional economics. Hence, previous works focused on Okinawa considered the perspectives of tourism. For

Research Note

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example, Umemura (2005) used the gravity model to discuss tourism demand in Okinawa from the perspective of economics. His study showed that tourism demand in Okinawa came more from regions near Tokyo rather than the metropolitan areas, such as Osaka and Nagoya. Owing to this market bias, the difference between the actual value and theoretical value of the statistical model was considered.

Meanwhile, other previous studies analyzed the process and effect of tourism development. For example, Kakazu (2011) discussed the sustainable tourism from the island economic perspectives. Perez (2013) also considered the tourism in Okinawa with the descriptive approach and showed the development process. Sugita and Mizoo (1998) discussed the effect of air transport on tourism in Okinawa. They explained the effect of factors such as low air fare, advertising campaigns, and hotel investments by air transport companies on tourism development in Okinawa. They also pointed out that the International Ocean Exposition, an event that took place in 1975, is the turning point of tourism development in Okinawa. Furthermore, Miyagi (2010) applied a tourism area life cycle approach and divided the development process into five phases. Miyagi's (2010) paper mainly discussed the hotel industry in the context of tourism development. A significant period for the development of the hotel industry was around the time the International Ocean Exposition took place in 1975. From these studies, it can be observed that the 1970s was an important decade for tourism development in Okinawa, and the International Ocean Exposition in 1975 was the turning point.

In the 1970s, amid economic development, the tourism market began to open up for the Japanese, although the younger generation still faced regulations for international travel (Takahashi, 2021). However, compared to international tourism destinations, the island regions in Japan were more popular as tourist destinations among the young generations. Miyagi (2009) explained that the island boom in tourism destinations occurred from the late 60s among the young generations. It was regarded that islands in Tokyo, such as the Izu islands, attracted younger tourists because of their sites for outdoor activities like camping, sea bathing, or surfing (Konno et al., 1972; Ochiai et al., 1982). With the improvement in transportation systems from the 1970s to the 1980s, the island boom then spread to other island regions, and Okinawa was one of the representative destinations in this movement. Therefore, tourism industries in Okinawa also have since grown (Nguyen, 2017).

This paper focuses on the characteristics of accommodations in Okinawa soon after it was returned to Japan since it is crucial to consider tourism during this period in the tourism history of Okinawa. Although the statistical approach is taken advantageous for discussing the characteristics in this study, previous papers that focused on the characteristics of the accommodation industry employed hedonic approaches to discuss the relationships between the price and characteristics of the accommodations such as location, room size. Espinet et al., (2003) analyzed the data of holiday hotels in Spain and revealed that hotel rank, locations, and facilities such as parking affected the hotel price. Furthermore, Chen and Rothschild (2010) focused on a hotel in Taipei and revealed that the price was lower in the city center compared to outside the cities because of the resort development in the suburb of Taipei and the competition among hotels in the city.

Although previous studies discussed the development process through modern situations, research on a cross-sectional perspective on the factors that prompted the development remains limited. Focusing on the early situations of tourism development would be significant for demonstrating the situation of a specific stage in the tourism area life cycle process, that is, the situation before capital investments flowed in from the mainland.

3. Methodology

In the 1960s to 1970s, tourism industries were still immature in Okinawa. Therefore, regional differences existed between urban areas such as Naha and Koza in the mainland, and rural areas such as Yaeyama and Miyako in the southern island regions. To demonstrate such regional differences, this paper carried out a principal component analysis (PCA) to examine the characteristics of the accommodations using principal component loading. Besides, this paper utilises principal component scores obtained from the PCA model to compare the differences among the regions.

Second, this paper also composed a regression model to discuss the relationships between the price of the accommodations and the characteristics obtained from the results of the PCA. Using a hedonic approach, the model equations were composed with the price of the accommodations as the response variable, and the characteristics and attributes data as the explanatory variables. In hedonic approach, the equations were often shown as the function forms such as below.

$$p = f(z_1, z_2, \ldots, z_i) \ldots (1)$$

Where "p" shows the price vectors of the products, and "z1, z2, …, zi" shows the attributes vector of the products. This study focused on the accommodations. Therefore, price shows the price of accommodations while attributes would be the characteristics of the accommodations. Equations 1 changes to the regression model with the logarithm to estimate the relationships between price and attributes as below.

$$log(p) = a_0 + a_1z_1 + a_2z_2 + \ldots + a_iz_i + e_i \ldots (2)$$

Where "a" is coefficients and "e" shows the error terms of the model. In this study, principal component analysis is carried out to analyze the characteristics of the

Table 1 List of Variables

Variables	Definition
Price	Price of the Accommodations. The original data shows high and low price in each of accommodations. Median values were calculated for the response variable for estimation model.
Western Style Room	The number of the Western style rooms. Unit is the rooms
Japanese Style Room	The number of the Japanese style rooms. Unit is the rooms
The Capacity of Western Style Room	The capacity of the Western style rooms. Unit is people
The Capacity of Japanese Style Room	The capacity of the Japanese style rooms. Unit is people
Restaurant	Dummy variables of the restaurant. Yes=1, No=0
Parking lot	Dummy Variables of the parking lot. Yes=1, No=0

Source: Tourism Survey of Okinawa (1973)

accommodations. Hence, the principal component scores were used as the explanatory variables.

The data set is shown in Table 1. The data were collected from Kanko Yoran (tourism survey of Okinawa Prefecture) published in 1973. These data included the size of the Western and Japanese-style rooms, facilities (e.g. parking lot and restaurants), and the high and low prices of the accommodations in 1972. For the PCA, variables such as the size of both Western and Japanese-style rooms, facilities such as the parking lot and restraint, were used. Although the price of the accommodations was used as the response variables in the regression model, some indicated both high and low values while others showed either one. In this study, the median values were calculated to compose the model and were used for the response.

4. Results

Principal component analysis

Table 2 Result of Principal Component Analysis

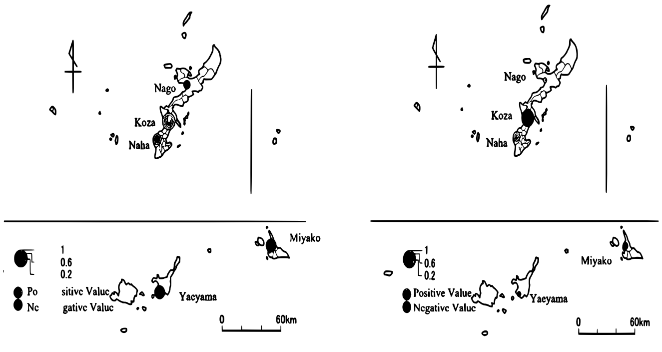
Variables	PC1	PC2
Western Style Room	0.88	-0.19
Japanese Style Room	0.1	0.86
The Capacity of Western Style Room	0.79	-0.26
The Capacity of Japanese Style Room	0.42	0.79
Restaurant	0.78	-0.07
Parking lot	0.8	0.01
Eigen Value	2.85	1.47
Contribution Ratio	0.47	0.24
Cumulative Contribution Ratio	0.47	0.72

Source: The results calculated by using tourism survey of Okinawa (1973)

Table 2 shows the results of the PCA. Two principal components were obtained using the criteria, which is a value more than 1.00 for the eigenvalue generally used to determine the number of principal components. Cumulative contribution ratio was 0.72, which indicates that two principal components explained almost 72% in all of the principal components. Hence, this paper chose the principal components until the second components.

In the first principal component loading, the variables shown in the category of the Western style rooms, such as 'number of Western style rooms' and 'capacity of Western style room', indicated the high values. Moreover, the variables shown in the category of the facilities, such as the restaurant and parking, also indicated similar values to those of the category of Western style rooms. From these results, the first principal components, 'PC1', were structured by the variables of Western style rooms and the extra facilities, such as the restaurant and parking lot. Thus, PC1 was interpreted as the components of Western style hotels. Meanwhile, the variables 'number of Japanese-style rooms' and 'capacity of Japanese-style rooms' indicated the high values for the second principal component loadings. Hence, the second principal components, 'PC2', were interpreted as the Japanese-style accommodations.

Figure 1: Mean of the principal component scores among the cities.



Note: Left is for principal score of PC1, Right is for principal score of PC2

Source: The results calculated by using tourism survey of Okinawa (1973)

To consider the regional differences, this paper compares the principal component scores among the cities. In 1972, accommodations just existed in five cities: Naha, Koza, Nago, Miyako, and Yaeyama. Naha, Koza, and Nago were located in the mainland, while the others were in different islands. Figure 1 shows the mean of the principal component scores in each of the cities. Koza and Naha obtained higher principal component scores of PC1 mainly constructed by the variables of the Western style hotels. Although Naha is the capital city of Okinawa, Koza, which became an Okinawan city in 1974, was also one of the larger cities in the prefecture. After the war, U.S. military bases were constructed in Okinawa, and Koza is one of the centre places of them. While tourists from Japan were the main target, tourists from the U.S. have also visited Okinawa, especially Koza, because of its location environment. Hence, the average principal component scores of PC1 showed a higher value in Koza compared to Naha. Meanwhile, the PC2 obtained a comparatively higher average principal component scores in Naha. In contrast, the other cities showed lower scores. Furthermore, Koza showed a negative value, which is the opposite result of the scores of PC1.

From the results of the PCA, the characteristics of the accommodations were divided into two: Western style accommodation equipped with some facilities and Japanese-style accommodation. Moreover, the regional differences of the accommodations existed among the cities. Naha is the capital city of Okinawa, where both Western and Japanese-style accommodations were located. Besides, Koza, where a huge U.S. military base was located, obtained a positive score for the first principal component, while the score of the second principal component was negative. Hence, Western style hotels was the more dominant form of accommodation in this city. Meanwhile, it seems that regional differences on the aggregation of the accommodations existed among the cities in Okinawa.

Regression Model

Table 3 shows the results of the regression model, which was used with the principal component scores obtained through the PCA to show the characteristics of the accommodations as the explanatory variables. Meanwhile, the response variables were those of the price of the accommodations calculated by the median values since some indicated both high and low prices, while others showed only a high or low price.

Table 3: Result of the Regression Model

	Model 1		Model 2	
(Intercept)	7,798	***	7,919	***
	(0.026)		(0.048)	
PC1	0,414	***	0,352	***
	(0.023)		(0.031)	
PC2	-0,049	**	-0,05	**
	(0.023)		(0.025)	
Koza			-0,029	
			(0.072)	
Nago			-0,18	**
			(0.085)	
Miyako			-0,176	**
			(0.084)	
Yaeyama			-0,285	***
			(0.087)	
F-stat	130,7	***	49,35	***
R^2	0,617		0,6431	
N	162		162	

*Note: Standard errors shown in parentheses. Significance Level *** p<0.01, ** p<0.05, *** p<0.1*

Source: The results calculated by using tourism survey of Okinawa (1973)

This study carried out two estimation models. In model 1, the variables of the principal component scores were only used for the explanatory variables, while the dummy variables along with the cities were added to model 2. First, the coefficients of PC1 and PC2 were statistically significant in both models. PC1 shows the characteristics of Western style hotels, and PC2 is for the characteristics of Japanese-style accommodations. The coefficients of PC1 showed higher values than those of PC2, which showed negative values. These results indicate that accommodations that were equipped with the Western style were likely to be priced higher compared with the Japanese-style accommodations.

The dummy variables were added into the regression model along with the cities. To avoid multicollinearity, this paper excluded the variable of Naha. For this treatment, the coefficients were interpreted as the differences between the price of Naha and that of other cities. The results showed that all coefficients had negative values, and they were significant for all of the dummy variables without Koza. The price of the accommodations was higher in Naha compared with other cities, excluding Koza. All in all, these results showed that the high-priced hotels were aggregated in urban areas in Okinawa, such as Naha and Koza. The peripheral area and remote islands only had a few accommodations, and price differences existed between the urban and peripheral areas.

5. Discussion

By PCA, the characteristics of the accommodations were integrated into two principal components. This paper interpreted the Western style hotels and Japanese-style accommodations for each component. In 1972, Okinawa had not yet developed into a tourism destination, and resort hotels, especially those capitalised from outside the region, were limited. In fact, based on the comparison of the principal component scores, accommodations characterised by the Western style were found in Naha and Koza cities. Meanwhile, Japanese-style accommodations were fewer in all of cities but Naha, and the other cities such as Nago, Yaeyama, Miyako were fewer in this moment. According to Miyagi (2010), many hotels began construction after the International Ocean Exposition in 1975, and many of them were aggregated in the cities in the southern part of the mainland, such as in Naha. Hence, regional differences between the tourism destinations existed, and areas such as the northern peripheral area and remote islands from the mainland, remained undeveloped during this period. The result of the PCA reflects this situation.

This paper carried out a regression model to estimate the effect of accommodation price as a hedonic approach. The result showed that the component of Western style hotels more strongly affected price compared to that of the Japanese-style accommodations. From this result, it can be said that the Western style hotels were more luxurious than the Japanese-style ones during this period. In the 1970s, the tourism market in Japan was still immature, and the available accommodations were simple, unlike in the modern times wherein the types of facilities are diversified. Thus, the results showed that the characteristics of the Western style hotels more strongly affected the price of accommodations.

In addition, dummy variables along with the cities showed the differences between the urban and peripheral areas in the remote islands. This result suggests that tourism development only began in parts of the cities of Naha and Koza, where many of the Western style hotels were located. Meanwhile, the peripheral areas and remote islands from the mainland were still less developed. This result contradicts the case of Taipei, where well-developed resorts are located outside of the city (Chen et al., 2010). In Okinawa, many accommodations were constructed in all the regions, including remote areas, after the International Ocean Exposition in Okinawa through investments from outside firms, such as air transportation companies. Although previous study focused on the modern days, the difference in the result could be due to the degree of development of the tourism destination. In the case of Okinawa, tourism facilities were only aggregated in the urban areas before tourism development began.

6. Conclusion

This paper aims at showing the characteristics of the accommodations in the early period of the tourism development and determining the relationships between these characteristics and the price before it became a well-developed tourism destination focusing on Okinawa, Japan. First, principal component analysis was carried out to determine the characteristics of the accommodations during this period. Two components were captured from the results: Western style hotels, and Japanese-style accommodations. Furthermore, the principal component scores were used to compare the regional differences of the characteristics. The Western style hotels were aggregated in cities such as Naha and Koza, which were located in the southern part of the Okinawa mainland, while they were few in other cities located in the northern part and remote islands. Meanwhile, Japanese-style accommodations were aggregated in Naha, while few could be found in Koza, in which a U.S. military base was located. This finding indicates that Naha and Koza were main tourism sites at the beginning of the period of tourism development as the accommodations were aggregated in these locations; however, the characteristics of the accommodations differed. Western style hotels dominated Koza, while both styles could be found in Naha. Meanwhile, the other cities were less developed as tourism destinations, and the accommodations were fewer compared to the Naha and Koza located in the southern part of the mainland in Okinawa.

In addition, a regression model was composed to analyze the relationships between the price of accommodations and the accommodation characteristics estimated by the PCA. The result shows that Western style hotels had a higher coefficient for price compared to that of the Japanese-style accommodations. Western style hotels were more expensive than Japanese-style accommodations in Okinawa during this period. Moreover, the dummy variables that indicated the differences among the cities show that the accommodations in the peripheral areas were lower priced than those in Naha and Koza, where many accommodations were located. Therefore, the Western style hotels were considered as more luxurious, and were only found in the part of areas before the tourism development started.

Although Okinawa has developed as a tourism destination at present, its degree of development was limited in the early period of tourism development. This paper found that tourism development started from the main area in the early period, and the price was higher in the main area than peripheral areas. Meanwhile, this paper couldn’t compare the different period because of the data limitations. As Nguyen (2017) revealed, Okinawa underwent drastic development and spread to the several islands, as well as main islands. Therefore, it would be difficult to show the data such as the price in official statistics.

However, the result was significant for tourism developing studies since the pattern of the development is different in each of the regions along with their characteristics. In practical perspectives, the method of tourism development was no correct answer. Therefore, the empirical studies would be needed with historical data, as well as the modern data.

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INFO PAGE

The characteristics of accommodations in the early period of tourism development: The case of Okinawa

Abstract

This paper aims at demonstrating the characteristics of the accommodations in the early period of the tourism development and determining the relationships between these characteristics and the price before it became a well-developed tourism destination focusing on Okinawa, Japan. Before Okinawa was returned to Japan, tourism markets were limited due to political reasons, though, tourism industries were developed and became a popular tourism site after the return of Okinawa. First, this paper conducted a principal component analysis (PCA) to identify the characteristics of the tourism accommodations. Two characteristics were obtained: one is for the characteristics of Western style hotels, the other is for Japanese-style accommodations which feature in traditional Japanese style rooms. Then a regression model was carried out to estimate the relationships between the price of accommodations and the characteristics obtained from the PCA. The estimation model showed that the characteristics of the Western style hotels more strongly influenced to the price, compared with those of the Japanese-style accommodations. Further, regional dummy variables were added to the model, which showed the price differences of accommodations between the cities and peripheral areas. Based on these results, Western style facilities were found to be more expensive before tourism development took off, and they were limited only in the part of areas in Okinawa.

Keywords: *Early period of tourism destination, Regression model, Principal component analysis, Island development, Okinawa, History of japanese economy*

Authors

Full Name	Author contribution roles	Contribution rate
Kantaro Takahashi:	*Conceptualism, Methodology, Software, Validation, Formal Analysis, Investigation, Resources, Data Curation, Writing - Original Draft, Writing - Review & Editing, Visualization, Supervision, Project administration, Funding acquisition*	*100%*

Author statement: *Author(s) declare(s) that All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards.* ***Declaration of Conflicting Interests:*** *The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article*

This paper does not required ethics committee report

Justification: The methodology of this study does not require an ethics committee report.

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The effect of work value perceptions and person organization fit on job satisfaction of X and Y generation employees in hospitality businesses

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ABSTRACT

The tourism industry relies heavily on human power to survive, and job satisfaction is significantly influenced by employees' perceptions of work value and person-organization fit. This research aims to explore the impact of X and Y generation employees' work value perceptions and person-organization fit on job satisfaction in hospitality establishments. A field study was conducted with 471 employees in Mersin, using a convenience sampling method. Data was collected through questionnaires and reliability and validity tests. The findings showed that work value perceptions, person-organization fit, and job satisfaction levels of X and Y generation employees differ at a significance level of 0.05. However, there is a positive and significant relationship between these factors, with person-organization fit having a positive and significant effect on job satisfaction.

1. Introduction

The concept of generation in the Turkish Language Association Dictionary of Philosophy Terms is defined as "a group of individuals who were born in a similar period of time, have undertaken the common destiny, challenges, and turmoil created by the necessities of their shared time, and have shared the same experiences and trials" (TDK, 2022). On the other hand, when generations are classified chronologically, they are divided into five groups: traditional generation, baby boomers, Generation X, Generation Y, and Generation Z. In the scope of this study, it was determined that individuals belonging to X and Y Generation are between the ages of 43-57 and 23-42 in the year 2022, respectively, and their total population ratio is between 19.7% and 30.7% (TUİK, 2023). Given that X and Y Generation make up more than half of the workforce (50.4%), it is considered important and worth investigating the impact of employees' work value perceptions and person organizational fit on job satisfaction from the perspective of the generation phenomenon.

The concept of work value perception expresses the values that are important to individuals in their work life (İlhan *et al.*,, 2019). According to Ros *et al.* (1999), work values are defined as a set of beliefs related to desired outcomes (such as high salary, career advancement) or behaviors (such as working with people, socializing) similar to basic life values. From these definitions, it can be understood that work value perceptions are related to various concepts such as needs, beliefs, principles, and goals that guide individuals' behaviors, and therefore, they are guiding principles for individuals to evaluate their work environments and outcomes and to make choices among different work alternatives.

On the other hand, in order to explain the fundamental problem of the study, it is necessary to clearly state why the study was conducted and how it will fill a gap or contribute to the literature in the tourism field. For this purpose, a literature review was conducted and it was determined that studies have been conducted on generational work values (Ebner *et al.*, 2006; Maurer *et al.*, 2003; Freund, 2006; Cherrington *et al.*, 1979; İlhan *et al.*, 2019), person-organization fit (Chatman, 1989; Bretz & Judge, 1994a; Ulutaş *et al.*, 2015; Çetinkaya, 2019; Hamstra *et al.*, 2019) and job satisfaction (Drummond & Stoddard, 1991; Spector, 1997; Vansteenkiste *et al.*, 2007; Sökmen & Bıyık, 2016; Ilkım Şimşek, 2017) related to the topic. Based on the findings of the aforementioned studies, it can be concluded that value perceptions of work have a positive impact on job satisfaction, and individual-organizational fit positively affects job satisfaction. However, upon examining the conducted research, it was determined that there is no study investigating the impact of work value perceptions and person-organizational fit on

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Research paper

job satisfaction specifically for X and Y Generation employees in the hospitality establishment. Therefore, it is believed that the subject is worth researching.

In this context, it has been determined that the studies conducted in the literature review mostly focused on the relationship between work values and job satisfaction, as well as the relationship between person-organization fit and job satisfaction. However, it was found that no study has been conducted so far on the impact of work values and person-organization fit of X and Y generation employees in hospitality establishment on job satisfaction. Therefore, the model and hypotheses presented in the methodology section of the study were developed.

2. Conceptual Framework

Relationship between Generational Work Values and Person-Organization Fit

Every major event that occurs in the historical process creates strong changes on the human being, who is a social entity. From the past century to present day, it can be observed that events such as World War II, followed by the Cold War, coups, economic crises, famine, terrorist attacks, which have a significant impact not only in the regions where they occurred but also on the masses, cause differentiation in individuals' value judgments, worldviews, and lifestyles (Güngör & Özdoğan, 2022).

Work values are briefly defined as the values that are important for individuals in the work life (İlhan *et al.*, 2019). According to Ros *et al.* (1999), work values are defined as a set of beliefs related to desired outcomes (such as high salary, career advancement) or behaviors (such as working with people, socializing), similar to basic life values. Based on this definition, it can be concluded that work value perceptions are related to various concepts such as needs, beliefs, principles, and motivation, which direct individuals' behaviors, and they are guiding principles for individuals to evaluate their work environments and outcomes and make choices among different work alternatives.

Individual-organization fit has been defined in various ways such as congruence between individual and organizational goals and values, alignment of individual strengths with the resources in the work environment, and alignment between individuals' personality traits and organizational characteristics (Mcculloch & Turban, 2007; Chatman, 1989). Individual-organization fit is the alignment between employees' personal characteristics, beliefs, and values with the organizational culture, strategic goals, and norms (Ilkım Şimşek, 2017). Additionally, Kristof (1996) evaluated the topic using four approaches: congruence between individuals' and organizations' fundamental characteristics, congruence between individuals' preferences or needs and organizational structure, congruence between organizational climate and individuals' personality traits. Within this context, it is thought that job satisfaction will occur after individual-organization fit when the individual needs of X and Y generation employees are compatible with organizational needs.

Based on this perspective, it has been found in the literature review that many studies have been conducted on the relationship between work value perception and job satisfaction (Ebner *et al.*, 2006; Maurer *et al.*, 2003; Freund, 2006; Cherrington et al, 1979; İlhan *et al.*, 2019). Similarly, it has been found that many studies have been conducted on the relationship between person-organization fit and job satisfaction (Chatman, 1989; Bretz ve Judge, 1994a; Ulutaş *et al.*, 2015; Çetinkaya, 2019; Hamstra *et al.*, 2019). However, since no study has been found on the relationship between work value perception and individual-organization fit of X and Y generation employees in hospitality establishment in line with the aim of this study, the following hypotheses have been proposed.

H_1: There is a positive and significant relationship between the work value perceptions of X and Y generation employees and individual-organizational fit.

H_{1a}: There is a positive and significant relationship between the external value perceptions of X and Y generation employees and value fit.

H_{1b}: There is a positive and significant relationship between the external value perceptions of X and Y generation employees and expectations-skills fit.

H_{1c}: There is a positive and significant relationship between the external value perceptions of X and Y generation employees and needs-supply fit.

H_{1d}: There is a positive and significant relationship between the internal value perceptions of X and Y generation employees and value fit.

H_{1e}: There is a positive and significant relationship between the internal value perceptions of X and Y generation employees and expectations-skills fit.

H_{1f}: There is a positive and significant relationship between the internal value perceptions of X and Y generation employees and needs-supply fit.

H_{1g}: There is a positive and significant relationship between the social value perceptions of X and Y generation employees and value fit.

H_{1h}: There is a positive and significant relationship between the social value perceptions of X and Y generation employees and expectations-skills fit.

$H_{1ı}$: There is a positive and significant relationship between the internal value perceptions of X and Y generation employees and needs-supply fit.

H_{1j}: There is a positive and significant relationship between the prestige value perceptions of X and Y generation employees and value fit.

H_{1k}: There is a positive and significant relationship between the prestige value perceptions of X and Y generation employees and expectations-skills fit.

H₁₁: There is a positive and significant relationship between the prestige value perceptions of X and Y generation employees and needs-supply fit.

Impact of Generational Work Values on Job Satisfaction

George England (1967), one of the earliest researchers on determining work values, developed a theoretical model about the relationship between values and human behavior. This model emphasizes the need to consider the influence of values on behavior, taking into account environmental factors before making a definitive judgment about individuals' behavior. Similarly, it has been found that individuals' internal work values such as the use of their abilities, achievement, and job variety (Sheldon & Kasser, 2001; Priyadarshi & Kumar, 2009), and external work values such as job security, salary, promotion, authority, and status (Rhodes, 1983) positively affect job satisfaction.

Furthermore, according to some researchers, with age, individuals' contribution levels to society and job satisfaction increase as a result of the internal factors contained in the sub-dimension of work value perception (Turgut & Tevrüz, 2003), while others have found the opposite result, where learning new things, personal development, and friendship relationships decrease (Ebner *et al.*, 2006; Maurer *et al.*, 2003; Freund, 2006; Cherrington *et al.*, 1979). Based on this perspective, it can be concluded that individuals with high work value perception affect both internal and external work values and social work values, thereby increasing job satisfaction. Following this viewpoint, the following hypotheses were formulated after examining previous research:

H_2: The work value perceptions of X and Y generation employees have a positive impact on job satisfaction.

H_{2a}: The internal work value perceptions of X and Y generation employees have a positive impact on job satisfaction.

H_{2b}: The external work value perceptions of X and Y generation employees have a positive impact on job satisfaction.

H_{2c}: The social work value perceptions of X and Y generation employees have a positive impact on job satisfaction.

H_{2d}: The prestige work value perceptions of X and Y generation employees have a positive impact on job satisfaction.

The Effect of Generation-Employee Fit on Job Satisfaction

Job satisfaction, which has a complex structure in the field of management, is generally defined as the positive or negative attitudes and feelings that employees have about their jobs (Aksoy, 2020). Spector (1997) stated that job satisfaction is related to what individuals think about their jobs and various aspects of their jobs, while Aamodt (2015) expressed that it is the attitudes of employees towards their jobs. According to Edwards *et al.* (2008), it is the degree of pleasure that employees derive from their jobs, while Roodt *et al.* (2002) evaluate job perception based on factors such as individuals' needs, values, and expectations.

Mortimer and Lorence (1979) found in their study that children from families with high socioeconomic and cultural levels give less importance to external values of working life and give more importance to human-oriented and internal values. Similarly, Ilkım and Derin (2018) examined the relationships between perceived job insecurity, individual-organizational fit, and job satisfaction, and according to their research findings, there is no significant relationship between job insecurity and individual-organizational fit with job satisfaction. However, they found a positive and significant relationship between individual-organizational fit and job satisfaction, reaching a conclusion that supports other studies in the literature (Turunç & Çelik, 2012; Sökmen & Bıyık, 2016; Ulutaş *et al.*, 2015). Based on this perspective, hypotheses have been established by examining the research conducted, as shown below.

H_3: The individual-organizational fit of X and Y generation employees has a positive effect on job satisfaction.

H_{3a}: The value fit of X and Y generation employees has a positive effect on job satisfaction.

H_{3b}: The expectation-skill fit of X and Y generation employees has a positive effect on job satisfaction.

H_{3c}: The culture fit of X and Y generation employees has a positive effect on job satisfaction.

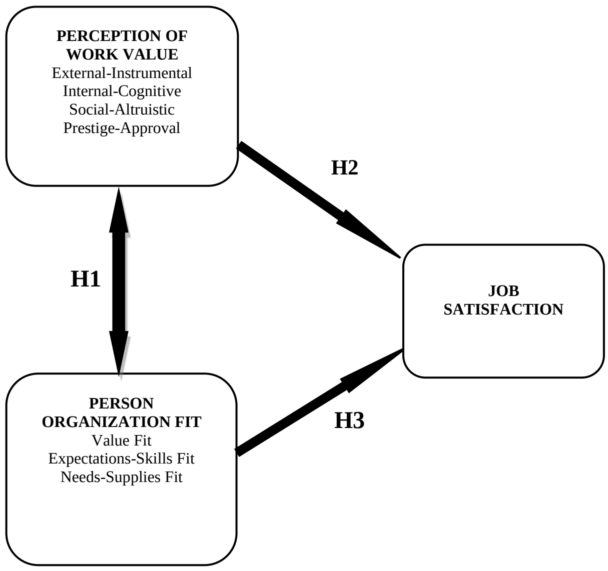

Figure 1: Research Model

Source: Authors' own elaboration.

3. Method of the Research

The purpose of this study is to demonstrate the impact of work value perceptions and individual-organizational fit on job satisfaction among X and Y generation employees in accommodation establishments. In order to achieve this goal, a research model was prepared and tested using quantitative methods. The study is descriptive in nature.

Population and Sample of the Research

The population of the study consists of personnel working in accommodation establishments in Mersin province, while the sample consists of 471 personnel working in accommodation establishments in Mersin. Mersin was chosen as the sample group because of its strong potential in terms of both tourism and the number of accommodation establishments. Additionally, there is no data available regarding the number of personnel working in accommodation establishments in Mersin. In situations where the sample size cannot be determined exactly, it is stated in various sources that a sample size of 384 will represent the population in terms of both qualitative and quantitative aspects (Altunışık *et al.*, 2012; Gürbüz & Şahin, 2018; İslamoğlu & Alnıaçık, 2016). In this context, the 471 survey questionnaires collected from personnel working in accommodation establishments in Mersin represent the sample of the research.

Data Collection and Scales

The survey form used as the measurement tool in the study consists of three main parts. The first part includes statements regarding the participants' perceptions of work values, the second part includes statements regarding the individual-organizational fit and job satisfaction of the employees, and the third and final part includes statements regarding the participants' demographic characteristics. To this end, the "Work Values Perception" scale by Lyons *et al.* (2010) was used for the "Work Values Perception" construct, the "Individual-Organizational Fit" scale by Cable and DeRue (2002) was used for the "Individual-Organizational Fit" construct, and the "Job Satisfaction" scale by Aksoy (2020) was used for the "Job Satisfaction" construct.

The dimensions of the work values perception construct (External/Instrumental dimension with eight statements, Internal/Cognitive dimension with ten statements, Social/Altruistic dimension with six statements, Prestige/Appreciation dimension with seven statements) were measured. The dimensions of the individual-organizational fit construct (Value Fit with three statements, Expectation-Skill Fit with two statements, Need-Supply Fit with two statements) were measured. Finally, job satisfaction was measured under a single dimension with three statements. Participants' levels of agreement with each statement in the survey were rated on a scale ranging from 1: "Strongly Disagree" to 5: "Strongly Agree".

The link to the survey form, created using Google Forms, was sent to the participants through virtual environments, and a total of 446 surveys were collected. Since only X and Y generations were included in the scope of the study, 34 surveys collected from individuals aged 18-22 as of 2022 and 4 surveys collected from employees aged 58 and over were excluded from the analysis. Therefore, a total of 408 surveys were collected through virtual environments using Google Forms, and 63 surveys were collected through face-to-face interviews, resulting in a total of 471 surveys included in the analysis phase of the study. The convenience sampling method was used to ensure that all employees working in accommodation facilities in Mersin who had access to the survey form completed the survey. The surveys were conducted between the dates of July 17, 2022 and October 26, 2022, which were after the date of approval by the Ethics Committee of the Social Sciences Institute.

Data Analysis

Exploratory and confirmatory factor analyses were conducted to determine the relationships between work value perceptions, individual-organizational fit, and job satisfaction among X and Y generation employees. Correlation analysis and multiple regression analyses were used to identify the relationship between work value perceptions and individual-organizational fit. Finally, a T-test was conducted to identify the differences in work value perceptions, individual-organizational fit, and job satisfaction between X and Y generation employees, based on the hypotheses established in the literature.

4. Findings

Results of Exploratory and Confirmatory Factor Analyses for Work Value Perception

Exploratory Factor Analysis (EFA) was conducted to establish the structural validity of the scale developed by Lyons *et al.* (2010), to describe variables, summarize the identified variables in manageable and workable factors. As a result of EFA, a four-factor solution was obtained to represent work value perception. However, based on the explained variances and scree plot data, it was concluded that a statements related to the internal cognitive dimension that affects work value perception needed to be extracted. Accordingly, it was decided to remove the statement "working in a job that contributes to the community". The revised EFA yielded a total of 31 statements to measure the factors affecting work value perception (10 items for the internal cognitive dimension, 7 for the prestige-appreciation dimension, 6 for the social-altruistic dimension, and 8 for the external-instrumental dimension). The results of the EFA for these statements are presented in Table 1.

Table 1: Exploratory Factor Analysis Results for Work Value Perception Scale

Item	Internal-Cognitive	Prestige-Approval	Social-Altruistic	External-Instrumental
IC3	0,837			
IC2	0,825			
IC1	0,805			
IC4	0,764			
IC7	0,758			
IC6	0,726			
IC8	0,718			
IC5	0,69			
IC9	0,62			
IC10	0,584			
PA1		0,817		
PA2		0,768		
PA4		0,721		
PA3		0,715		
PA5		0,669		
PA6		0,652		
PA7		0,591		
SA2			0,698	
SA3			0,695	
SA1			0,669	
SA6			0,615	
SA4			0,579	
SA5			0,572	
EI7				0,652
EI2				0,771
EI1				0,694
EI6				0,691
EI5				0,633
EI8				0,577
EI3				0,553
EI4				0,547
Core Values	11,703	2,721	1,382	1,216
Percentage of Variance Explained %	37,752	8,776	4,457	3,922
Percentage of Total Explained Variance %			54,907	
Kaiser-Meyer-Olkin			0,949	
Bartlett Test of Sphericity			0	

Source: Authors' own elaboration.

According to the statistical findings, it was determined that the factor loadings were above .50 and these factors explained 54.907% of the total variance. The results indicate that the factors affecting work values perception are the "internal-cognitive, prestige-recognition, social-altruistic, and external-instrumental" dimensions, which explain the four dimensions of the work values perception consisting of 31 items, and point to the validity of the single-factor structure.

Hair *et al.* (2017) stated that the factor loadings should be above 0.708. If expressions fall below this value, AVE and CR values must be examined before they are removed from the scale. Researchers generally accept that expressions should not be removed from the scale if the AVE and CR values are between 0.40 and 0.70. When the values in Table 2 are examined, it is seen that the included expressions are above this threshold value. When the Cronbach Alpha values of the dimensions constituting work value perception are examined, it is accepted that the internal consistency validity is achieved because the value of "external-instrumental dimension is .828, internal-cognitive dimension is .913, social-altruistic dimension is .793, and prestige-approval dimension is .853" and the CR coefficients are between 0.762 and 0.817. The fact that the factor loadings of the structures are between 0.69 and 0.81, and the AVE coefficients are between 0.513 and 0.580 shows that the convergent validity is achieved.

Table 2: shows the factor loadings, CR, AVE, and reliability values related to work values perception.

Dimensions	Statements	Factor Loadings	*t* value	CR	AVE	Cronbach Alpha
EI	EI1	,69	10,83	,762	,513	,828
	EI2	,71	10,71			
	EI3	,67	10,76			
	EI4	,73	11,19			
	EI5	,68	10,96			
	EI6	,76	12,25			
	EI7	,78	12,93			
	EI8	,75	11,96			
IC	IC1	,73	13,53	,781	,522	,913
	IC2	,78	17,00			
	IC3	,74	15,97			
	IC4	,75	16,06			
	IC5	,79	18,41			
	IC6	,72	12,85			
	IC7	,77	16,61			
	IC8	,81	18,83			
	IC9	,80	18,56			
	IC10	,77	17,61			
SA	SA1	,71	10,41	,817	,580	,793
	SA2	,73	11,56			
	SA3	,76	16,94			
	SA4	,73	11,56			
	SA5	,77	17,37			
	SA6	,81	19,36			
PA	PA1	,71	11,23	,796	,536	,853
	PA2	,73	12,41			
	PA3	,75	14,94			
	PA4	,76	15,86			
	PA5	,77	16,11			
	PA6	,72	12,27			
	PA7	,76	15,86			

EI: External-Instrumental, IC: Internal-Cognitive, SA: Social-Altruistic, PA: Prestige-Approval
Source: Authors' own elaboration.

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cognitive dimension is .913, social-altruistic dimension is .793, and prestige-approval dimension is .853" and the CR coefficients are between 0.762 and 0.817. The fact that the factor loadings of the structures are between 0.69 and 0.81, and the AVE coefficients are between 0.513 and 0.580 shows that the convergent validity is achieved.

Exploratory and Confirmatory Factor Analysis Results for Person-Organization Fit

An Exploratory Factor Analysis (EFA) was conducted to determine the structural validity of the scale developed by Cable and DeRue (2002) to express person-organization fit. As a result of the EFA, a three-factor solution was obtained for person-organization fit. However, considering the explained variances and scree plot data, it was concluded that one statements each for the expectations-skills fit and the needs-supplies fit dimensions, which affect person-organization fit, needed to be removed. Therefore, it was decided to remove the statements "there is a very good fit between my personal skills and what is expected of me in my job" and "there is a good fit between what my job expects of me and what I expect from a job" from the questionnaire. As a result, the factors affecting person-organization fit (consistency 3 items, expectations-skills fit 2 items, needs-supplies fit 2 items) were measured with a total of 7 expressions, and the EFA results for these expressions are shown in Table 3.

Table 3: Exploratory Factor Analysis Results for Person-Organization Fit Scale

Item	Value Fit	Expectations-Skills Fit	Needs-Supplies Fit
VF2	,899		
VF3	,872		
VF1	,804		
ES1		,931	
ES2		,919	
NS1			,929
NS2			,899
Core Values	3,917	,908	,809
Percentage of Variance Explained %	55,962	12,977	11,560
Percentage of Total Explained Variance %	80,50		
Kaiser-Meyer-Olkin	,825		
Bartlett Test of Sphericity	,000		

Source: Authors' own elaboration.

According to the obtained statistical findings, it was determined that the factor loadings were above .80 and these factors explained 80.50% of the total explained variance. The results indicated that the factors affecting individual-organizational fit were the "value fit, expectations-skills fit, and needs-supply fit" dimensions, which consisted of a 7-item individual-organizational fit scale, and the validity of the one-factor structure of the scale.

Table 4: Factor Loadings, CR, AVE, and Reliability Values for Individual-Organizational Fit

Dimensions	Expressions	Factor Loadings	t value	CR	AVE	Cronbach Alpha
VF	VF1	,72	14,746	,785	,617	,828
	VF2	,82	15,859			
	VF3	,80	15,606			
ES	ES1	,85	17,211	,850	,723	,913
	ES2	,84	16,223			
NS	NS1	,81	14,437	,827	,685	,793
	NS2	,83	15,322			

VF: Value Fit, BB: Expectations-Skills Fit, NS: Needs-Supplies Fit
Source: Authors' own elaboration.

The factor loadings, composite reliability (CR), average variance extracted (AVE), and reliability values obtained from the confirmatory factor analysis (CFA) for the Individual-Organizational Fit Scale are presented in Table 4. When the Cronbach alpha values of the dimensions that make up individual-organizational fit were examined, it was determined that they were .828 for value congruence, .913 for expectations-skills congruence, and .793 for needs-satisfaction congruence. Thus, it can be concluded that individual-organizational fit and its dimensions are highly reliable. Additionally, the factor loadings of the dimensions that constitute individual-organizational fit ranged from .72 to .85, while the AVE values ranged from .513 to .580, and the CR values ranged from .617 to .723. In light of these results, it can be concluded that the theoretical structure proposed for the Individual-Organizational Fit Scale has been confirmed (Hair *et al.*, 2017).

Exploratory Factor Analysis Results for Job Satisfaction

Exploratory factor analysis (EFA) was conducted to determine the structural validity of the scale developed by Aksoy (2020) to measure job satisfaction. As a result of the EFA, a single-factor solution was obtained to represent job satisfaction. The EFA results for the three statements that measure job satisfaction are shown in Table 5 below.

Table 5: EFA Results for the Job Satisfaction Scale

item	Job Satisfaction	Core Values	Percentage of Variance Explained %	Kaiser-Meyer-Olkin	Bartlett Test of Sphericity
JS3	,865	2,167	72,242	,707	,000
JS2	,862				
JS1	,821				

Source: *Authors' own elaboration.*

According to the obtained statistical findings, it was determined that factor loadings were above .80 and these factors explained 80.50% of the total explained variance. The results indicate the validity of the single-factor structure of the job satisfaction scale.

Table 6: Factor loadings, CR, AVE, and reliability values of the Job Satisfaction Scale.

Dimensions	Expressions	Factor Loadings	*t* value	CR	AVE	Cronbach Alpha
JS	JS1	,70	11,896	,809	,587	,808
	JS2	,79	8,479			
	JS3	,80	8,121			

Source: Authors' own elaboration.

Factor loadings, CR, AVE and reliability values obtained from DFA for job satisfaction scale are given in Table 6. When the Cronbach's Alpha value of the job satisfaction scale is examined, it was found to be 0.808. Therefore, it can be concluded that the job satisfaction scale is highly reliable. In addition, it was determined that the factor loadings of the job satisfaction scale varied between 0.70 and 0.80, the AVE value was 0.587, and the CR value was 0.809. After these findings, it can be concluded that the theoretical structure predicted for the job satisfaction scale has been confirmed (Hair *et al.*, 2017).

5. Demographic Findings

According to the demographic data obtained, it was found that female participants (227 individuals) were more than male participants (244 individuals), and male participants constituted 51.8% of the study. When the ages of the participants were examined, it was found that the individuals with the highest participation rate in the study were in the age range of 23-42 years old with 303 people (64.3%). Therefore, it can be concluded that currently, the Y generation employees are more present in the workforce compared to the X generation. Furthermore, when the educational backgrounds of the participants were examined, it was found that the majority of the participants, 253 people (53.7%), were graduates with a bachelor's degree, and the least participation was from 5 people (1.1%) who were primary school graduates. Based on this, it can be inferred that the majority of the personnel working in accommodation establishments in Mersin, 74.5% (Bachelor's degree, 53.7%; Postgraduate, 20.8%), have graduated from at least one faculty. Finally, when the working years of the participants in the establishment were examined, it was found that the highest participation was from the personnel with 6-10 years of experience, with 117 people, and the least participation was from the personnel with less than 1 year of experience, with 37 people.

T-Test Analysis for Differences between Variables

When the values in Table 8 below are examined, it is determined that there is no significant difference at the 0.05 significance level between the dimensions of "external-instrumental, social-altruistic, and prestige-appreciation" that constitute the value perception of work among X and Y generation employees. However, it is found that there is a significant difference at the 0.05 significance level between the internal-cognitive dimension that constitutes the value perception of work among X and Y generation employees. In other words, the internal-cognitive perceptions that affect the value perception of work of X and Y generation employees differ from each other.

It is determined that there is no significant difference at the 0.05 significance level between the dimensions of "value congruence, expectation-skill congruence, and need-fulfillment congruence" that constitute the individual-organizational fit among X and Y generation employees. On the other hand, when the values related to job satisfaction variable are examined, it is found that there is a significant difference at the 0.05 significance level between the job satisfaction of X and Y generation employees in accommodation businesses in Mersin. In other words, the job satisfaction of X and Y generation employees in accommodation businesses differ from each other.

Table 7: Information on Participants' Gender, Age, Education and Seniority

Gender	N	%	Age	N	%
Female	227	48,2	Between 43-57 years (X generation)	168	35,7
Male	244	51,8	Between 23-42 years (Y generation)	303	64,3
Total	471	100	Total	471	100
Eğitim	N	%	Experience	N	%
Primary School	5	1,1	less than 1 year	37	7,9
High School	35	7,4	Beetween 1-5 years	135	28,7
Associate Degree	88	18,7	Between 6-10 years	117	24,8
Licence	278	59,0	Between 11-15 years	101	21,4
Graduate	65	13,8	16 years and above	81	17,2
Total	471	100	Total	471	100

Source: Authors' own elaboration.

Table 8: T-Test Analysis for Differences between Variables

Key Variables	Gender	N	X	SS	S.Er	F.	Sig.(P)
External-Instrumental	X generation	168	4,16	,491	,037	,071	,790
	Y generation	303	4,39	,507	,029		
Internal-Cognitive	X generation	168	3,95	,592	,045	8,859	,003
	Y generation	303	4,07	,670	,038		
Social-Altruistic	X generation	168	4,01	,563	,043	0,448	,504
	Y generation	303	4,30	,524	,030		
Prestige-Approval	X generation	168	3,68	,687	,053	1,947	,164
	Y generation	303	3,68	,735	,042		
Value Fit	X generation	168	3,51	,758	,058	2,597	,108
	Y generation	303	3,42	,828	,047		
Expectations-Skills Fit	X generation	168	3,76	,805	,062	1,124	,290
	Y generation	303	3,71	,871	,050		
Needs-Supplies Fit	X generation	168	3,33	,952	,073	0,237	,627
	Y generation	303	3,12	,928	,053		
Job Satisfaction	X generation	168	3,67	,718	,056	3,977	,049
	Y generation	303	3,47	,762	,042		
Statistical Significance Level: 0,05							

Source: Authors' own elaboration.

Table 9: Correlation Analysis on the Relationship between Work Value Perceptions and Person-Organization Fit

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
EI	1								
IC	,667**	1							
SA	,693**	,701**	1						
PA	,393**	,668**	,563**	1					
VF	,131**	,295**	,200**	,427**	1				
ES	,150**	,278**	,270**	,377**	,537**	1			
NS	-,033	,173**	,113*	,366**	,551**	,523**	1		
PWV	,791**	,927**	,843**	,799**	,327**	,324**	,199**	1	
POF	,102*	,302**	,231**	,472**	,872**	,796**	,820**	,343**	1

***Correlation significant at the 0.01 level (2-tailed). N=471*
Source: Authors' own elaboration.

The correlation analysis results that reveal the strength and direction of the relationship between the value perception of work and individual-organizational fit of X and Y generation employees in accommodation businesses are shown in Table 9.

When the values obtained in Table 9 are examined, it is concluded that all correlation coefficient values are significant at the 0.01 level. Therefore, the main hypothesis (H1) and sub-hypotheses are supported.

Multiple Regression Analysis for Inter-Variable Effects

In this study, job satisfaction was taken as the dependent variable, while work value perception and person-organization fit were taken as independent variables. Since it is not possible to explain a result with a single cause in social sciences, there may be more than one independent variable thought to have an effect on the dependent variable. Therefore, multiple regression analysis is used to examine the effect of multiple independent variables on the dependent variable in regression analysis (İslamoğlu & Alnıaçık, 2016).

In the multiple regression analysis conducted, the perception of work values (external-instrumental dimension, internal-cognitive dimension, social-altruistic dimension, and prestige-appreciation dimension) was taken as an independent variable, while job satisfaction was taken as the dependent variable. The model established

Table 10: Hypothesis Test Results of Multiple Regression Analysis on the Relationship between Work Value Perception and Job Satisfaction

	Beta (ß)	Sta. Eror	T Value	P	Result
PWV JS	,288	,272	1,061	,289	Not supported
EI JS	-,324	,140	-,2,315	,021	Supported
IC JS	2,931	,292	10,042	,000	Supported
SA JS	-,048	,119	-,401	,689	Supported
PA JS	,285	,108	2,635	,009	Not supported
R	,347		**R^2 (Adjusted)**		,113
R^2	,120		**F**		15,917

Source: Authors' own elaboration.

in the study explains 11.3% (R2 Adjusted) of job satisfaction. In other words, the perception of work values of the staff working in accommodation businesses explains 11.3% of the variation in job satisfaction.

According to Table 10, the effect of the external-instrumental dimension and social-altruistic dimension on job satisfaction, which affect the perception of work values, is negative, while the effect of the internal-cognitive dimension and prestige-appreciation dimension on job satisfaction is positive.

According to the analysis results, a unit change in work value perception causes a change of 0.288 ($p<0.05$) in job satisfaction. A unit change in the external-instrumental dimension, which affects work value perception, causes a change of -0.324 ($p<0.05$) in job satisfaction. A unit change in the internal-cognitive dimension, which affects work value perception, causes a change of 2.931 ($p<0.05$) in job satisfaction. A unit change in the social-altruistic dimension, which affects work value perception, causes a change of -0.048 ($p<0.05$) in job satisfaction, while a unit change in the prestige-appreciation dimension causes a change of 0.285 ($p<0.05$) in job satisfaction. Therefore, the H2 main hypothesis and H2d hypothesis are rejected, and the H2a, H2b, and H2c hypotheses are accepted.

Table 11: Hypothesis Test Results for Multiple Regression Analysis between Person-Organization Fit and Job Satisfaction.

	Beta (ß)	Sta. Eror	T Value	P	Result
POF JS	,474	,093	5,114	,000	Supported
VF JS	,984	,127	10,096	,000	Supported
ES JS	-,060	,052	-1,144	,253	Not supported
NS JS	,266	,050	5,321	,000	Supported
R	,699		**R^2 (Adjusted)**		,485
R^2	,488		**F**		148,357

Source: Authors' own elaboration.

In the multiple regression analysis conducted, individual-organization fit (value congruence, expectation-ability fit, and needs fulfillment) was considered as the independent variable, and job satisfaction was considered as the dependent variable. The model established in the study explains 48.5% (R2 adjusted) of job satisfaction. In other words, individual-organization fit of the employees working in the accommodation establishments explains 48.5% of the variation in job satisfaction.

According to Table 11, the effect of the expectation-ability dimension, which affects individual-organization fit, on job satisfaction is negative, while the effect of value congruence and needs fulfillment dimensions on job satisfaction is positive. Therefore, the H3 main hypothesis and H3a and H3c sub-hypotheses are accepted, and the H3b hypothesis is rejected.

6. Contributions to the Literature

The first theoretical contribution of the study to the literature is to support the reliability and validity of the work value perception (Lyons *et al.*, 2010), person-organization fit (Cable & DeRue, 2002), and job satisfaction (Aksoy, 2020) scales used in the research. Additionally, there is no general consensus in the literature regarding the number of sub-dimensions of work value perceptions. In this study, the dimensions of work value perceptions in Lyons *et al.*'s (2010) study (extrinsic-instrumental, intrinsic-cognitive, social-altruistic, and prestige-esteem) were taken into account, and these dimensions were supported by the statistical findings. On the other hand, a four-factor result was obtained for expressing work value perception as a result of the CFA application. However, considering the explained variances and scree plot data, it was concluded that an expression related to the intrinsic-cognitive dimension that affects work value perception should be removed. Therefore, it was decided to remove the expression "working in a job that contributes to society." Consequently, the factors affecting work value perception were measured with a total of 31 expressions (10 items for the intrinsic-cognitive dimension, 7 items for the prestige-esteem dimension, 6 items for the social-altruistic dimension, and 8 items for the extrinsic-instrumental dimension) in the revised EFA result.

On the other hand, the dimensions of person-organization fit (value congruence, expectations-abilities fit, and needs-supplies fit) in Cable and DeRue's (2002) study were considered, and the statistical findings supported these dimensions. However, a three-factor solution was obtained for expressing person-organization fit through the application of CFA. Nevertheless, considering the explained variances and scree plot data, it was concluded that one expression for expectations-abilities fit and one for needs-supplies fit, which affect person-organization fit, should be extracted. Therefore, it was decided to extract the expressions "there is a good fit between my personal skills and what my job requires of me" and "there is a good fit between what my job requires of me and what I expect from a job" from the survey form. In this regard, the factors affecting person-organization fit were measured with a total of 7 expressions (3 expressions for value congruence, 2 expressions for expectations-abilities fit, and 2 expressions for needs-supplies fit) in the re-conducted CFA. Finally, in Aksoy's (2020) study, job satisfaction was considered under three expressions and a single dimension, and it was concluded that the scale expressions were supported by the statistical findings obtained. In this sense, this study has made a significant contribution to the literature nationally and internationally in this respect.

There are some relationships between the work values perceptions, person-organization fit, and job satisfaction of X and Y generation employees in accommodation establishments. In line with these relationships, a model was developed to examine the impact of work values perceptions and person-organization fit on job satisfaction of X and Y generation employees in accommodation establishments, based on the corporate structure.

Furthermore, as a part of the research purpose, three main hypotheses and 19 sub-hypotheses were developed and tested, which is an important contribution to the literature.

Finally, a literature review revealed that the systematic examination of job satisfaction is related to motivation theories. The theories that are effective in job satisfaction are the needs hierarchy theory, two-factor theory, equity theory, job characteristics model, and the Cornell model. Based on the findings of this study, it can be concluded that these theories are supported.

7. Recommendations for Businesses

Every major event that has occurred throughout history has brought about very strong changes in people, who are a social entity. When we examine the last century, we can see that events such as World War II, the Cold War period that followed it, terrorist attacks, coups, famine, and economic crises not only affected the regions in which they occurred, but also had an impact on the whole world. They caused differences in individuals' perspectives on the world, values, and lifestyles. These differences shape individuals' perceptions of work, their adaptation to organizations, and their work and business lives. Therefore, businesses that want to have a strong organizational structure should take into account the awareness of generational differences and allocate tasks and roles according to the characteristics of each generation.

Generational differences can be defined as different behaviors and expectations of people in different age groups in the workplace. As these differences are considered important for businesses, it is necessary for businesses to understand and manage these differences among employees. Businesses can use various methods to understand generational differences. Based on the awareness of generational differences, businesses need to use different management and leadership styles for their employees. Furthermore, each age group requires a different leadership approach. For example, individuals belonging to Generation Y may prefer a leadership style that provides them with more autonomy, while individuals belonging to the Baby Boomer generation may prefer a more authoritarian leadership style. Additionally, each generation requires different sources of motivation. For instance, Baby Boomers may find monetary rewards more important, while individuals belonging to Generation Y may consider factors such as social interaction, teamwork, and fitting into the company culture more important.

When individual needs such as good pay, a sense of achievement, good management, promotion opportunities, job security, responsibility, inclusion in the organizational climate, and the ability to showcase skills, match organizational needs such as loyalty to the organization, respect for authority, quality work, and commitment to organizational goals, individual-organizational fit is achieved (Jansen & Kristof-Brown, 2006). Examining research results shows that when individual-organizational fit is achieved, trust, job satisfaction, performance, productivity, and organizational citizenship behavior increase (Bretz & Judge, 1994a; Kristof-Brown *et al.*, 2005; Karakuş, Onat & Yetiş, 2018; Onat & Eren, 2020). Therefore, companies that aim to establish a strong organizational structure need to consider the above-mentioned factors.

Some recommendations for businesses regarding the impact of work value perceptions and person-organizational fit on job satisfaction for Generation X and Generation Y employees in the hospitality industry:

- Segmented Training and Development Programs: Develop training and development programs tailored to the specific needs and preferences of Generation X and Generation Y employees. Highlight how these programs align with their personal values and career aspirations. This can enhance their perception of the organization's investment in their growth.
- Flexible Work Arrangements: Offer flexible work arrangements that cater to the work-life balance preferences of both Generation X and Generation Y employees. This could include remote work options, flexible hours, and job-sharing opportunities. Such arrangements can positively impact their job satisfaction and organizational commitment.
- Value-Driven Communication: Implement communication strategies that emphasize the organization's values, mission, and impact. Use storytelling to connect the work of employees with the larger purpose of the organization. This can enhance their sense of meaningful contribution, thereby boosting job satisfaction.
- Mentorship and Coaching: Establish mentorship and coaching programs that facilitate cross-generational knowledge transfer. Encourage experienced Generation X employees to mentor younger Generation Y employees, fostering a sense of camaraderie and shared learning. This can strengthen their sense of belonging and job satisfaction.
- Recognition and Rewards: Design recognition and rewards programs that acknowledge employees' contributions in alignment with their values and aspirations. This could include public acknowledgment, skill development opportunities, or involvement in decision-making processes. Recognizing their individuality can enhance their job satisfaction and loyalty.
- Feedback and Empowerment: Foster a culture of open feedback and empowerment, allowing Generation X and Generation Y employees to voice their opinions and ideas. Create platforms for idea sharing and involvement in decision-making processes, which can lead to a greater sense of ownership and job satisfaction.

- Promote Cross-Generational Collaboration: Organize cross-functional and cross-generational teams to work on projects. This promotes the exchange of diverse perspectives and skills, leading to increased engagement and job satisfaction for both Generation X and Generation Y employees.
- Professional Development Pathways: Create clear and personalized professional development pathways that align with the career goals of Generation X and Generation Y employees. Highlight opportunities for advancement within the organization, which can motivate them to stay and invest in their roles.
- Wellness and Mental Health Support: Offer wellness programs and mental health resources that cater to the well-being needs of both generations. Prioritize initiatives that address work-related stress, burnout, and mental health challenges to ensure a supportive work environment.
- Regular Feedback and Evaluation: Implement regular performance evaluations and feedback sessions that focus on strengths and areas for growth. Constructive feedback and opportunities for skill enhancement can contribute to higher job satisfaction and engagement.

Inferences and Recommendations for Researchers

Due to time and space limitations, only employees working in accommodation facilities in Mersin province were included in this study, and future research can be conducted by including accommodation facilities operating in other provinces or sectors. In this thesis, the regression analysis was conducted to determine whether the work value perceptions (external-instrumental, internal-cognitive, social-altruistic, prestige-admiration) of the X and Y generation employees in accommodation facilities have any effect on job satisfaction. However, it was not tested whether the work value perception of the employees or individual-organizational fit had any regulatory or mediating role in the formation of job satisfaction among employees in accommodation facilities. However, in the literature review conducted, it was found that the work value perception played a mediating role in the relationship between hometown attachment and job satisfaction in the study conducted by Caricati *et al.* (2014). Therefore, in future studies, the mediating or regulatory role of work value perception in the effect of individual-organizational fit on job satisfaction of X and Y generation employees can be investigated.

In this thesis, the impact of work value perceptions and individual-organizational fit of X and Y generation employees in accommodation facilities on job satisfaction was investigated. However, in the literature review conducted, it was found that individual-organizational fit affected organizational citizenship behavior, organizational commitment, productivity, performance, and other conditions. Therefore, future research can be conducted to study the effect of individual-organizational fit on the aforementioned factors.

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The effect of work value perceptions and person organization fit on job satisfaction of X and Y generation employees in hospitality businesses

Abstract

The tourism industry relies heavily on human power to survive, and job satisfaction is significantly influenced by employees' perceptions of work value and person-organization fit. This research aims to explore the impact of X and Y generation employees' work value perceptions and person-organization fit on job satisfaction in hospitality establishments. A field study was conducted with 471 employees in Mersin, using a convenience sampling method. Data was collected through questionnaires and reliability and validity tests. The findings showed that work value perceptions, person-organization fit, and job satisfaction levels of X and Y generation employees differ at a significance level of 0.05. However, there is a positive and significant relationship between these factors, with person-organization fit having a positive and significant effect on job satisfaction.

Keywords: *X and Y Generations, Perception of Work Value, Person Organization Fit, Job Satisfaction,*
.

Authors

Full Name	Author contribution roles	Contribution rate
Yunus Doğan:	*Conceptualism, Methodology, Formal Analysis, Investigation, Resources, Writing - Original Draft, Writing - Review & Editing, Supervision*	*50%*
Lütfi Buyruk:	*Software, Validation, Data Curation, Visualization, Project administration, Funding acquisition*	*50%*

Author statement: *Author(s) declare(s) that All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards.* ***Declaration of Conflicting Interests:*** *The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article*

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Employees' perceptions of workplace gossip in the hospitality industry

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ABSTRACT

This study provides insights on gossip related organizational communication in the context of hospitality businesses and reveals the relationship between employees' personal attitude for gossip and their perception of workplace gossip. A quantitative research approach was adopted, and data were collected from 451 hotel employees through the survey. The relationships were examined by using path analyzes through the AMOS program. Findings show that managerial gossip attitude influences perception of workplace gossip dimensions (comparison and exaggeration, fun and entertainment, physical appearance, flow of social-information, managerial, and sublimation). This study differs from similar studies in related field as it examines how employees perceive gossip in the work environment through their individual attitudes towards gossip.

1. Introduction

Effective communication in organizations is a means of successful managerial functioning. Organizational communication includes the spread of information through both formal and informal channels. Both forms of communication may exist simultaneously in any organization. Like formal communication, informal communication plays a crucial role in organizational surviving (Crampton et al., 1998). Both forms of communication contribute to change and different structuring in the organization, hence it is not possible to understand the communication structure in organizations without considering and evaluating both communication channels (Morreale & Shockley-Zalabak, 2015). Previous studies show that more than 75% of communication takes place through informal communication channels (Atak, 2005; Eroğlu, 2005). It can be expressed as one of the most important, effective and fast communication channels in any organization. There may be many different ways of informal organizational communications (Crampton et al., 1998). As a means of informal communication, gossip has been studied in different settings. The consequences have been discussed mainly in the services industries like banks and financial enterprises (Tian et al., 2019; Kuo et al., 2018), hospitals (Ceylan & Çetinkaya, 2020; Altuntaş et al., 2014; Georganta et al., 2014), manufacturing properties (Kuo et al., 2018), technology enterprises (Yao et al., 2020) and iron and steel industry (Liu et al., 2020a). As a people-intensive industry, hospitality industry is not exempted from this (e.g., Ye et al., 2019; Babalola et al., 2019).

As an important part of communication in organizations, gossip is influential even in the formation of the organizational culture. Therefore, it is studied in the context of different sectors including hospitality. However, the number of studies remains limited (Guo et al., 2022; Ye et al., 2019; Babalola et al., 2019; Aboramadan et al., 2020; Li et al., 2023). Guo et al., (2022) state that in a workplace where people gossip, employee who attach importance to interpersonal relationships may be more sensitive to negative gossip and perform more unethical behaviours in result. Or people may try to rationalize their irrational or unethical behaviour by thinking or asserting that others do it too. Therefore, studying gossip perception and attitude towards gossip can provide useful insights for both practice and literature.

As briefly discussed above, informal communication is inevitable in industries where social interactions are intense; therefore, studying the influences of informal communication in these industries is gaining more and more importance each day. In line with this argument, the review of the related literature has revealed that there is a need for an intensive study to contribute to the current

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knowledge accumulation in this field, particularly to the section of hospitality employees' personal tendency for gossip and their perceptions of workplace gossip. We believe that gossip will exist in any organization where people are served by people. Therefore, it will be useful to understand and find the managerial solutions to manage gossip-related information (Akande & Odewale, 1994). Paine (1967) states that gossip is a powerful tool of communication for anyone who is able to strategically manage it and direct its effects. Similar results were found in studies conducted in Turkey. In the study carried out by Akgunduz et al. (2023), it is seen that negative organizational gossip affects the employees' revenge intentions and blaming others plays a mediating role in this relationship. In another study conducted in Turkey (Ünüvar & Bilge, 2007), it was determined that employees' trust in each other increases more when they do not gossip. Hence, this study aims to provide insights on gossip related organizational communication in the context of hospitality businesses and reveals the relationship between employees' personal attitude for gossip and their perception of workplace gossip.

2. Literature Review

Understanding the Terms: Gossip and Rumour

The terms "gossip" and "rumour" are almost indistinguishable and often used interchangeably among the public and even the academics (Horodowich, 2021; Michelson & Mouly, 2000; Rosnow, 1974), they can be encountered in any place where people exist and generally confused in some cases. The source of gossip and rumour is usually third parties, and in many cases the source and location of the message are not easily known (DiFonzo & Bordia, 2007a). On the other hand, some researchers (Cox, 1970; Paine, 1967) define gossip as a cultural tool that the individual uses in line with his/her own interests. DiFonzo and Bordia (2007a) defined gossip as social conversation about individuals in order to have fun, adapt to the group and be a part of the social network, while Noon and Delbridge (1993, p. 25) defined gossip as "conveying valuable information to individuals in the social environment". In other words, gossip is basically the sharing of information amongst individuals about any development, incident, event or even people who are not present at the time. It is defined as informal communication amongst individuals, regardless of whether the message is correct or not (Akande & Odewale, 1994; Michelson & Mouly, 2000; DiFonzo et al., 1994). Focusing on individuals rather than events, Kurland and Pelled (2000) describe gossip as an informal and evaluative talk between no more than a few people about a person which is not present at the time of talk. Although gossip is associated with idle talk and chatter, it is generally believed that every gossip is correct to a limited degree (Mishra, 1990; Michelson & Mouly, 2000).

DiFonzo and Bordia (2007b) define the rumour as "circulating unverified information statements that arise in contexts of uncertainty, danger, or potential threat, and help people make sense of a phenomenon and manage risk". They also point out that the rumours originate from ambiguous, threatening or potentially threatening situational contexts and people's psychological need for facts or security. According to Rosnow, (1988, p. 14) "rumours are hypotheses or unconfirmed propositions, which would imply that the difference between information and rumour is to a high degree a property of the situation in which a communication is considered".

Michelson and Mouly (2000) assert that while both forms of informal communication are based on some hearsay information, rumour generally includes more realistic assumptions than gossip. Gelfert (2018), on the other hand, makes a distinction between these two terms as gossip being social information about other people and rumour not being restricted to social information about other people. He further suggests that gossip is subspecies of rumour, and the latter is more like an umbrella term. While the primary motive of spreading rumour is minimizing uncertainty, gossip is associated with ego satisfaction, entertainment, and strengthening one's own social standing (Horodowich, 2021; Houmanfar & Johnson, 2004; Michelson & Mouly, 2000). Another distinction between gossip and rumour is that gossip is expressed as first-hand information while rumour is referred to as second-hand information (Gelfert, 2018). Horodowich (2021) argues that gossip is more of an intimate talk between two people, and this becomes a rumour when the number of people who talk about the subject grows.

While formal communication is based on chain of command and formal procedures, gossip is more flexible and can basically proceed in four ways (Davis, 1953, p. 45): namely, single strand, gossip, probability and cluster chain (Figure 1). In single strand chain, person A tells any information to person B, then who tells it to person C, and C tells it to person D, and subsequently the information arrives at person F as a way of person to person informal communication. In gossip chain, the source of information, namely person A who tells any information to all the people around him or her. In probability chain, person A tells any information to a few people randomly, and they also tell some other people in the same manner. It is not certain that all the people around will hear about the news since it is based on probability. Lastly, in cluster chain, the source of information tells three people, perhaps one of them tell other two people and the information spreads so on by this way (Davis, 1953, p. 45).

Whatever the purpose is, through gossip and rumour, information can be spread within an organization (internal environment) and to and/or from its external environment. Therefore, understanding the gossip and rumour related

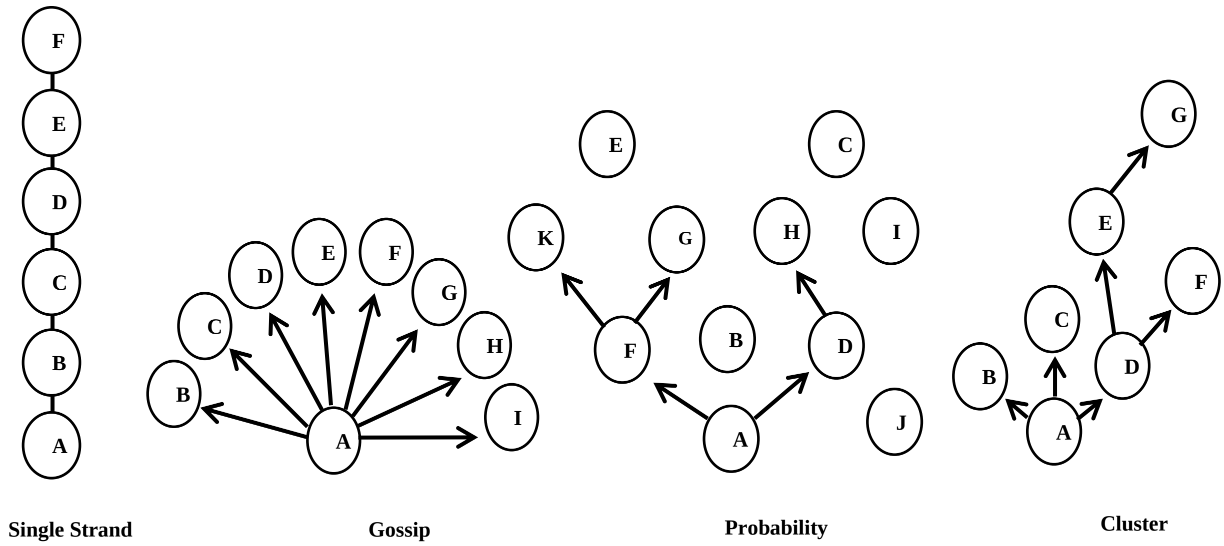

Figure 1. Forms of how gossip spreads

Source: *Davis, 1953*

issues are very important to manage them for the benefit of the organization.

Perception, attitude, and behaviour

Perception, attitude, and behaviour are important concepts of social psychology. Jain (2014) describes attitude as the way individuals react to what is happening around them. It is defined by Ajzen (1989, p. 241) as "an individuals' disposition to respond favourably or unfavourably to an object, person, institution, or event, or to any other discriminable aspect of the individual's world". Social psychologists define attitude as individuals' feelings and beliefs and their reactions (behaviours) to events (Myers, 2010). One of the basic attributions of attributes is that they are subjective in nature; that is, they are subjective evaluations of people about an identifiable object rather than how the object is (Olson & Maio, 2003). Perception is a means for us for understanding the world around us which is comprised of people, events, and objects (Heider, 1958). Social perception is defined as the process we evaluate and comprehend the words and actions of other people (Bordens & Horowitz, 2008). Lastly, behaviour is ultimate actions of people (Hogg & Vaughan, 2017).

Attitudes are thought to have a direct impact on human behaviour (Jain, 2014); however, the empirical evidence regarding the consistency between attitude and behaviour is not robust (Glasman & Albarracín, 2006). This situation is called as attitude-behaviour consistency and it is a long-standing controversial issue in the relevant literature (e.g., Allport, 1935; Fazio & Zanna, 1978; Zanna et al., 1980; Fazio & Zanna, 1981; Armitage & Christian, 2003; Taylor et al., 2005). Early research on the subject presumed that knowing attitudes of a person is the key to predict his/her behaviour (Fazio & Zanna, 1981; Armitage & Christian, 2003). Fazio (1986) stated that behaviour is determined by the individual's perceptions of the situation in the first place and therefore, behaviour is largely a result of individual's perception and definition of the object or situation. However, this thought was compelled by some other research. It has been asserted that there are situations where attitudes predict behaviour as well as the situations they do not (Myers, 2010). In other words, it has been asserted that attitudes need to have some certain attributes to be able to predict ones' future behaviour. Stable attitudes and attitudes formed on an experience are expressed to be the better determinants of behaviour (Glasman & Albarracín, 2006; Taylor et al., 2005). Similarly, Fazio and Zanna (1981) concluded that attitudes that were formed on a previous experience have a significant role in shaping the future behaviour. It was also stated that attitudes better predict behaviour when they are high in stability, certainty, and affective-cognitive consistency (Kraus, 1995; Fazio, 1989; Olson & Maio, 2003). Fazio (1989) discussed that attitudes lead to behaviour when they are easily accessible in the human memory. One other factor that is thought to manipulate attitude-behaviour consistency is ambivalence (Olson & Maio, 2003). Ambivalent attitudes are thought to be less predictive of human behaviour. Besides accessibility and ambivalence, Hogg and Vaughan (2017) add that factors like to what degree individuals talk about their attitudes publicly and to what degree they identify an attitude with a group also affect the predictability of behaviours through one's attitudes.

On the other hand, three-component model assumes that a person's attitude toward an object is positive when s/he has positive feelings, beliefs, and behaviours toward it, and vice versa (Olson & Maio, 2003). Kraus (1995) pointed out that attitudes are determinants of our future behaviour in a significant and substantial way. Hogg and Vaughan (2017) state that attitudes may offer clues to predicts someone's behaviour and if we can change attitudes, we may have chance to change behaviours. In another study, it was concluded that contrary to the popular belief that our behaviours are always on purpose and planned, we might not always be aware about many of the determinants of our behaviour (Ferguson & Bargh, 2004). Looking from a behavioural point of view, Olson and Maio (2003) indicated that certain types of behaviour are more predictable from individuals' attitudes than other types. To illustrate, some behaviours are shaped as a result of external influences like social norms or social pressure rather than the volitional control of the individual. They further stated that the controllability and difficulty of behaviour have an impact on the interaction between the attitude-behaviour relation.

Another related concept, perceptions, is expressed to serve as the antecedents of behavioural responding to the events (Dijksterhuis & Bargh, 2001). It was also stated that attitudes have a role in the formation of perceptions about events and objects and determining individuals' definitions of these (Fazio, 1986). Expanding social behaviour model, Bordens and Horowitz (2008) posit that individual characteristics and input from social situation together form social cognition and perception which eventually lead to overt social behaviour. Rosenberg and Hovland (1960, as cited in Manstead, 1996, p. 5) articulate by means of three-component model that attitudes lead to a set of three responses, namely, affective, cognitive, and behavioural. Affective responses refer to verbal statements of attitudes while cognitive responses refer to perceptual responses, and behavioural responses refer to overt actions of people.

Gossip in organizational setting

In the organizational context, researchers have mostly focused on negative workplace gossip. For example, it was found that negative gossip in organizations is directed at individuals who have lesser number of friends in the workplace (Ellwardt et al., 2012a). Perceived negative gossip in organizations was found to have a negative impact on employees' self-esteem and organizational citizenship behaviour (Wu et al., 2018a), proactive service performance (Tian et al., 2019), service performance and organizational identification (Ye et al., 2019), employee behaviour (Kong, 2018), productivity of employees and profitability of firms (DiFonzo et al., 1994) and psychological well-being (Tan et al., 2021). It was reported that negative workplace gossip promotes knowledge hiding behaviour among employees (Yao et al., 2020) and creates emotional exhaustion which in turn has a negative influence on creativity of employees (Liu et al., 2020a). Perceived negative gossip in organizations was noted to create negative mood which again has an impact on the service performance of employees (Babalola et al., 2019). Perceived negative workplace gossip was also found to affect proactive behaviour negatively particularly for more traditional people (Wu et al., 2018b). In the context of bullying and mobbing, gossip can be used as a means of applying oppression, dominance, social pressure, expressing envy, degrading the subject and as an attempt to increase or decrease the power distance among employees (Pheko, 2018). Malicious gossip can create a hostile working environment for people who are the victims of gossip and who are exposed to it (Grosser et al., 2012). It was also discussed that gossip is partly negatively correlated with team viability and inclusion in the team (Beersma et al., 2019).

Perceived negative workplace gossip has more adverse effect in terms of psychological distress on highly neurotic employees (Liu et al., 2020b). Conducting a study on observers of gossip, Zhou et al. (2021) concluded that observers of gossip who have high levels of just world belief are reluctant to provide support for the victims of malicious gossip and they can develop a negative attitude towards the victims after witnessing such events. Using cognitive-dissonance theory, it was concluded in a study that people involving in negative workplace gossip would experience a dissonance arising from their misbehaviour (gossiping) and their cognition (Zou et al., 2020). It was also reported that the context of gossip is rather in-group members rather than out-group members and high social status in organizations gives individuals the privilege of not being the subject of any negative gossip (Ellwardt et al., 2012a).

Gossip has been largely regarded as a deviant behaviour in the context of organizational research (Brady et al., 2017). However, as Baumeister et al. (2004) suggest if researchers keep regarding gossip as a purely evil phenomenon, they may underestimate the potential benefits of it. Tan et al. (2021) suggest that gossip in organizations can function both as a beneficial and detrimental communication tool. Therefore, it can be expressed as a phenomenon which may induce both benefits and drawbacks for any organization.

Gossip occurs in organizations for many reasons. As mentioned earlier, information is transmitted at an incredible speed through informal channels compared to formal communication channels. In addition, gossip has a complementary or supportive role in formal communication channels (Mishra, 1990). Individuals can better understand their social environment by means of gossip (Michelson & Mouly, 2000). People want to know about the developments that are emerging around them. In some cases, being knowledgeable with the current events makes people feel good and strong. Especially during the times of change like restructuring, mergers, acquisitions and downsizing, communication through informal channels will increase if employees are not informed through official channels (Dodig-Crnkovic & Anokhina, 2008). Ambiguous and complex situations create discomfort and insecurity as their consequences and effects are unpredictable. Gossip gives insight to individuals by explaining such uncertain situations, therefore relieves anxiety in a sense (DiFonzo et al., 1994). On the one hand gossip may reduce stress and provide information transfer about new situations; on the other hand, it may also increase and spread uneasiness (Dodig-Crnkovic & Anokhina, 2008).

The entertaining and stress relieving roles of gossip was also reported in previous studies (Mishra, 1990; Michelson & Mouly, 2000; Beersma et al., 2019). Peng et al. (2015) argued that people are somehow amused by hearing positive gossip about themselves and negative gossip about others, particularly the celebrities in the context of their study. When it comes to gossip at work, gossip about managers is one of the things that come to mind. As the current literature proves employees are more likely to gossip about their managers when they have issues of trust, distant relationship, and are seldom in touch with managers (Ellwardt et al., 2012c) In the organizational context, gossip is also expressed as a way for individuals to acquire information that can help them compare themselves with others (Michelson & Mouly, 2000). It can be embarrassing and risky for an individual to compare his/her abilities and position clearly with others'; therefore, gossip is a way of acquiring such information. All gossip involves social comparison and therefore, gossip can be a way for individuals to compare themselves with others (Wert & Salovey, 2004). Moreover, gossip contributes to the structuring of the organizational identity and maintaining group norms and social order (Noon & Delbridge, 1993; Beersma et al., 2019). Organizational rules, values, business traditions and history are also communicated among the employees through gossip. Other functions of gossip in organizations are obtaining information, being influential among others, unburdening oneself to someone, interpersonal aggression, forging closer ties with colleagues, fostering cooperation, increasing sense of control, efficacy and self, and communicating emotions (Grosser et al., 2012; Beersma et al., 2019; Waddington, 2005; Watson, 2011).

There is also some empirical research about the characteristics of gossipmongers. Although gossip is generally associated with women (Levin & Arluke, 1985), the literature offers some opposite evidence. Watson (2012) noted that the relationship between gossip and friendship is stronger for males compared to females and quality of friendship is expressed to be positively related with tendency to gossip for males. High-frequency gossipers, particularly those who always talk about negative events, are not perceived as socially powerful by other people (Farley, 2011), and they are not perceived as trustworthy and confidential friends as they have the impression that they are not sensitive about the personal information of people (Ellwardt et al., 2012b).

Based on theoretical background given above and the studies from which the scale items are derived the following hypotheses are proposed:

Hypothesis 1. Hotel employees’ personal attitude for gossip has a positive influence on their comparison and exaggeration perception of workplace gossip.

Hypothesis 2. Hotel employees’ personal attitude for gossip has a positive influence on their fun and entertainment perception of workplace gossip.

Hypothesis 3. Hotel employees’ personal attitude for gossip has a positive influence on their physical appearance perception of workplace gossip.

Hypothesis 4. Hotel employees’ personal attitude for gossip has a positive influence on their flow of social-information perception of workplace gossip.

Hypothesis 5. Hotel employees’ personal attitude for gossip has a positive influence on their managerial perception of workplace gossip.

Hypothesis 6. Hotel employees’ personal attitude for gossip has a positive influence on their sublimation perception of workplace gossip.

3. Methodology

Based on the current literature (Nevo et al., 1993; Litman & Pezzo, 2005) and the opinions gathered from the related academic circles through e-mail-based communication, a self-administered survey tool was developed to collect data from hotel employees. The survey tool has been divided into three sections: the first section includes demographics and work-related individual respondent features; the second focuses on respondents’ gossip perceptions and attitudes; and the last section deals with respondents’ workplace gossip perceptions.

Scale items first were gathered from the related literature (Chandra & Robinson, 2009; Wu et al., 2018a) and was sent to 110 academicians as an e-mail attachment in January 2019 requesting them to evaluate and indicate the appropriateness of each item with the purpose of research and suggest more, if any. 14 academicians replied to the e-mail in the first round. A reminding e-mail was sent to remaining 96 academicians after two weeks and 10 more replies were received, making a total of 24 feedbacks. A pilot test was conducted with 30 hotel employees working in 3- and 4-star hotels in the Region of Cappadocia to measure the content validity. Although the Cappadocia Region is geographically known as a region consisting of Nevşehir, Kayseri, Niğde, Aksaray and Kırşehir provinces (Yılmaz, 2015), Ürgüp, Uçhisar, Avanos, Göreme, Derinkuyu and Kaymaklı districts of Nevşehir are generally referred by the name Cappadocia (Türkeş, 2005). Final version of the scale was formed composing 40 items in total both the second and the third sections of the survey tool.

The study was conducted with the hotel employees working in 3-, 4-, and 5- star hotels located in some of the prominent tourism destinations in Türkiye (Nevsehir, Kayseri, Antalya, Muğla, Istanbul, Samsun and Izmir) between March 10, 2019, and March 30, 2019. Since the authors cannot reach a list of all hotel employees and therefore not every one of them has equal chance to participate in the research, hence convenience sampling, which is one of the non-probability sampling techniques, was adopted. Sekaran and Bougie (2016) state that a sample consisting of 384 people would be sufficient no matter the size of the universe of a study is. Starting from this, a sample of 400 participants was aimed to be reached. With the assumption that there might be incomplete or invalid questionnaires, hence the authors aimed to reach to a sample size of 480. Researchers had the opportunity to contact the owners or general managers of the accommodation establishments while administering the questionnaires. Friends of friends and relatives were instrumental in initiating the contacts. This is an effective method of conducting research in a culture where such personal requests are difficult to decline. The surveys were conducted face to face with the hotel employees working in the Region of Cappadocia. The remaining surveys were sent to the participants in other cities by either ordinary mail or e-mail. A total of 451 valid responses were gathered.

4. Analysis

The data were analyzed in four steps. First, descriptive statistics were applied to define the sample profile. Then, explanatory factor analysis was applied to determine the dimensions of the perception of workplace gossip. Varimax was used as the rotation technique. The criteria suggested by Hair et al. (2006) as (a) having a factor load of .50 and above and (b) having eigenvalues of 1.0 and above were adopted for this study. Thirdly, confirmatory factor analysis was applied to examine the dimensions. The goodness of fit values suggested by Byrne (2010) and Hu and Bentler (1999) were considered in the confirmatory factor analysis. Finally, path analysis was applied via AMOS program to determine the effect of independent variable on dependent variables. The findings were analyzed in terms of theory and practice.

5. Results

Sociodemographic characteristics of the sample

The socio-demographic characteristics and occupational status of the participants are shown in Table 1. The gender distribution points out that male participants (64.1%) are considerably higher than female participants (35.9%). Most of the participants are between 18-39 ages and they are mostly primary, secondary school graduates or have undergraduate degree. 58.2% of the participants received a vocational training and mostly worked in housekeeping (25.1%) and kitchen (17.7%) departments. Finally, more than half of the participants have been working in the sector for 0-5 years (58%) and most of them have been working in their existing businesses for 0-3 years (76.9%).

Refinement of the scale

In this study, explanatory factor analysis (EFA) was applied to the data set to determine the underlying constructs of perception of workplace gossip and managerial gossip attitude and the expressions defining these constructs. In order to conduct EFA, Principal Component Analysis, with varimax rotation, was employed. In the study, expressions with eigenvalues above one, factor load below .50 (low communalities), loaded on both factors and factor loads less than .10 were excluded from the analysis. The perception of workplace

Table 1. Sample characteristics

Characteristics		Frequency	Percentage (%)
Gender (N = 449)	Female	161	35.9
	Male	288	64.1
Age (N = 426)	18-28	180	42.3
	29-39	157	36.9
	40 and above	89	20.9
Education (N = 448)	Primary and secondary	120	26.8
	High school	148	33
	Associate degree	74	16.5
	Undergraduate and above	105	23.4
	Other	1	.2
Vocational education (N = 421)	Yes	245	58.2
	No	176	41.8
Department (N = 451)	Front office	57	12.6
	Kitchen	80	17.7
	Restaurant	75	16.6
	Housekeeping	113	25.1
	Accounting	29	6.4
	Human resources and sales and marketing	35	7.8
	Other	62	13.7
Term of employment in the sector (N = 439)	0-2 years	134	30
	3-5 years	123	28.0
	6-8 years	61	13.9
	9-11 years	66	15
	12 years and above	55	12.5
Term of employment in the operation (N = 436)	0-1 years	169	38.8
	2-3 years	166	38.1
	4-5 years	69	15.8
	6 years and above	32	7.3

Source: *By author*

Table 2. Perception of workplace gossip

Constructs	Factor loadings	Means	Variance explained (%)	Cronbach's alpha
Comparison and exaggeration			**18.72**	**.913**
22. Some of my colleagues in the department where I work exaggerate what they hear from others and pass it on to others.	.749	3.28		
23. Some of my colleagues in the department where I work overdraw topics by bending truths.	.743	3.22		
24. Some of my colleagues in the department where I work gossip by comparing their working conditions with those of rival businesses around us.	.641	3.25		
21. Some of my colleagues in the department where I work talk about managers.	.632	3.27		
12. Some of my colleagues in the department where I work talk about other people's financial gains.	.630	3.35		
Fun and entertainment			**16.35**	**.894**
1. Some of my colleagues in the department where I work like to talk about other people.	.823	3.32		
2. Some of my colleagues in the department where I work like to learn about what is happening in other people's lives.	.801	3.35		
3. Some of my colleagues in the department where I work think gossiping is a good way to spend time.	.673	3.15		
5. Some of my colleagues in the department where I work surely share everything they hear with others.	.585	3.20		
Physical appearance			**13.12**	**.887**
8. Some of my colleagues in the department where I work talk about the physical appearance of other people.	.800	3.16		
9. Some of my colleagues in the department where I work comment on other people's appearance after social events.	.741	3.13		
7. Some of my colleagues in the department where I work talk about male-female relationships.	.634	3.22		
Flow of social-information			**11.38**	**.841**
14. Some of my co-workers in the department where I work contribute to conversations with interesting information while chatting about people.	.728	3.26		
15. Some of my colleagues in the department where I work talk about the problems other people have at work.	.675	3.25		
13. Some of my colleagues in the department where I work gossip about other people's achievements (performances) in their jobs.	.591	3.30		
Managerial			**10.22**	**.845**
27. Some of my colleagues in the department where I work evaluate the distinctive behavior of our managers in their business and private lives with their other friends and families.	.822	3.11		
26. Some of my colleagues in the department where I work evaluate the decisions (positive and negative) made by our managers with other colleagues and their families.	.800	3.28		
Sublimation			**10.06**	**.804**
19. Some of my colleagues in the department where I work read biographies of celebrities.	.817	3.19		
20. Some of my colleagues in the department where I work tell interesting details about other people's lives.	.701	3.19		

Total variance explained: 79.88%; KMO: .951; Bartlett's Test of Sphericity: 6719.741 (.000)
Source: *By authors*

Table 3. Managerial gossip attitude

Constructs	Factor loadings	Means	Variance explained (%)	Cronbach's alpha
Managerial gossip attitude			78.79	.729
14. I evaluate the decisions (positive and negative) of my managers with my friends and family.	.888	3.48		
15. I evaluate the distinctive behavior of our managers in their business and private lives with my friends and family.	.888	2.94		

Total variance explained: 78.79%; KMO: .500; Bartlett's Test of Sphericity: 180.747 (.000)
Source: *By authors*

gossip scale, which was 27 statements at the beginning, dropped to 19 statements after EFA. Managerial gossip attitude scale, which was 3 statements, was reduced to 2 statements after the EFA. As a result, six factor that explain 79.88% of the variance were obtained for scale of perception of workplace gossip. These dimensions are named as "comparison and exaggeration", "fun and entertainment", physical appearance", flow of social information", "managerial", "sublimation". The Cronbach's α coefficients of the dimensions vary between .804 and .913 (Table 2). According to Nunnally (1978) and Hair et al. (1998), these values are at an acceptable level. On the other hand, the managerial gossip attitude scale has a one-dimensional structure consisting of two expressions. The total explained variance of this scale is 78.79%. The Cronbach's α coefficient value of the expressions in the scale is .729 and this value is also in the acceptable range (Table 3).

Finally, VIF (variance inflation factor) values are examined to understand whether there is a multicollinearity between variables. Since VIF values for all variables are less than five (range 1.04 - 4.36), it shows that there is no multicollinearity (Hair et al., 2011).

Research model analysis

Two-stage analysis was conducted to examine the relationships between research variables. First, confirmatory factor analysis (CFA) was performed to evaluate the measurement model. Afterwards, because the scale expressions were compiled from different studies, structural equation modeling was performed via the AMOS program to test the research model (Hair et al., 2014). The goodness-of-fit indices belong to reflective measurement model are shown in Table 4. These values are in the acceptable range according to Hu and Bentler (1999) and Byrne (2010). Factor loadings (FL) and average variance extracted (AVE) values were used to evaluate the convergent validity of the measurement model. As seen in Table 5, all factor loads are .67 and above and exceed the value of .60 as recommended (Albayrak et al., 2020). The AVE values of the measurement model are between .593 and .916. In addition to FL, AVE values above .50 indicate that convergent validity is provided. To assess discriminant validity, the square root of the AVE value for each construct and the correlations between constructs were compared. As can be seen in detail in Table 6, the fact that the square roots of the AVE values for each structure are higher than the inter-construct correlations support discriminant validity.

Table 5. Measurement model results

Construct	Items	FL	AVE	CR
Comparison and exaggeration	I22	.87	.686	.916
	I23	.88		
	I24	.83		
	I21	.74		
	I12	.79		
Fun and entertainment	I1	.81	.683	.896
	I2	.85		
	I3	.84		
	I5	.78		
Physical appearance	I8	.86	.728	.889
	I9	.85		
	I7	.83		
Flow of social information	I14	.75	.641	.843
	I15	.83		
	I13	.81		
Managerial	I27	.84	.733	.846
	I26	.87		
Sublimation	I19	.77	.678	.808
	I20	.87		
Managerial gossip attitude	IM14	.67	.593	.742
	IM15	.85		

FL: Standardized factor loading; AVE: Average variance extracted; CR: Construct reliability
Source: *By authors*

Table 6. Discriminant validity of the constructs

Construct	CE	FE	PA	FSI	M	S	MGA
Comparison and exaggeration (CE)	*.828*						
Fun and entertainment (FE)	.819	*.826*					
Physical appearance (PA)	.784	.798	*.853*				
Flow of social information (FSI)	.875	.772	.806	*.801*			
Managerial (M)	.719	.637	.633	.740	*.856*		
Sublimation (S)	.750	.642	.758	.739	.469	*.824*	
Managerial gossip attitude (MGA)	.253	.313	.286	.336	.325	.293	*.770*

Source: *By authors*

In this study, after testing the adequacy of the measurement model, the structural model was tested to determine whether the hypotheses were supported or not. Goodness-of-fit values for the structural model are shown in Table 7.

Table 4. Model fit indices for measurement model

	$\chi 2$	df	$\chi 2$/df	SRMR	GFI	AGFI	RMSEA	NFI	IFI	CFI
Measurement model	532.332	168	3.169	.035	.895	.856	.069	.925	.648	.947

Source: *Hu and Bentler (1999) and Byrne (2010).*

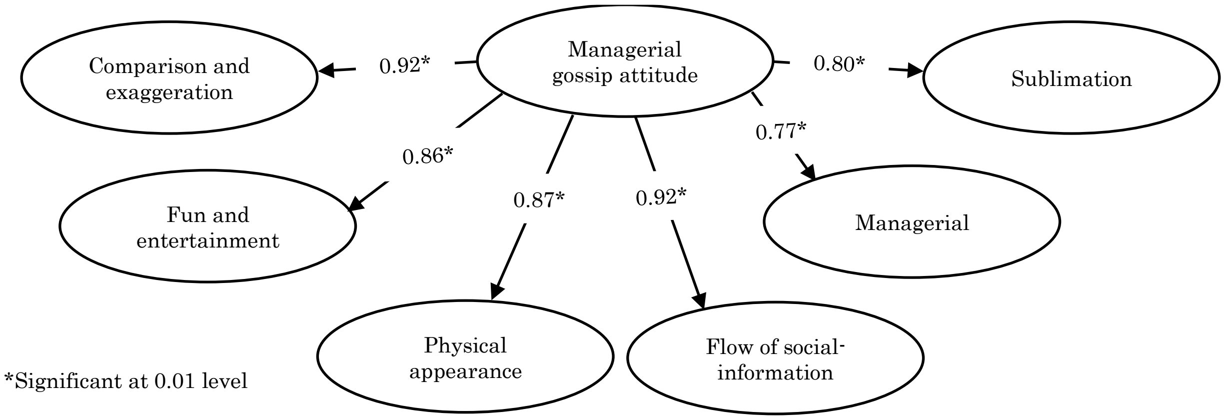

Figure 2. Hypothesized model with path estimates (Standard path coefficient)

Source: *By authors*

Table 7. Model fit indices for structural model (hypothesized model)

	$\chi 2$	df	$\chi 2$/df	SRMR	GFI	IFI	CFI
Measurement model	740.306	183	4.04	.0524	.867	.920	.916

Source: *By authors*

These values are in the acceptable range according to Hu and Bentler (1999) and Byrne (2010).

Path coefficients (β) and significance levels were used to test the hypotheses. As seen in Figure 2, the path coefficients from managerial gossip attitude to comparison and exaggeration (β=.93), fun and entertainment (β=.86), physical appearance (β=.87), flow of social-information (β=.93), managerial (β=.77) and sublimation (β=.81) are significant and positive. In this case, all 6 hypotheses in the study are accepted.

6. Conclusion

This study was conducted to examine the relationship between employees' managerial gossip attitude and their perception of workplace gossip using data collected from 451 employees working in 3-4 and 5-star accommodation establishments. The relationships examined within the scope of the research were analyzed using path analyzes through the AMOS program. The findings of this study support that the managerial individual gossip attitude has a significant and positive effect on comparison and exaggeration.

Theoretical implications

This study outlines valuable insights on employees' managerial gossip attitude and perception of workplace gossip and sheds light on the existing body of knowledge. As the results show, the positive attitude of the employees towards gossiping about managerial issues increases their perception that other employees in the workplace also gossip for comparison and exaggeration purposes. However, in a study conducted on restaurant employees (Ugwu et al., 2022), it was determined that when employees experience job-related motivation loss due to negativities caused by customers, they focus on work by means of positive gossip spread by managers. This finding underlines that when an employee's attitude towards gossiping on managerial issues increases, s/he sees those around him/her as prone to gossip.

Secondly, the positive attitude of employees to gossip about managerial issues also affects their perception that their co-workers also gossip for entertainment purposes. In other words, when employees are willing to gossip about managerial issues, they feel that their co-workers also gossip for fun. In the related literature, it is stated that negative workplace gossip will trigger a negative mood, and this will have a negative impact on service performance (Babalola et al., 2019). As a result of this study, it is understood that gossip can also be done for a pursuit of fun and entertainment, and it may meet this need. Although gossip is perceived as an evil behavior, it can be thought that when it is at a manageable level and does not harm any people, employees can have more fun at work.

Another finding in this study is that the positive thoughts of the employees towards gossiping about managerial issues have an effect on the tendency of other employees in the workplace to gossip about physical appearances. More specifically, when employees tend to gossip about managers, they think that other employees also gossip about physical appearances of people. Similarly, as stated in the relevant literature, negative workplace perception has an impact on moral disengagement and moral disengagement has an impact on unethical employee behaviors (Guo et al., 2022). Therefore, it can be said that as an employee's attitude towards gossiping on managerial issues increases in a positive manner, it may create some unethical problems such normalizing other people's gossip behavior about physical appearances and relationships of other people.

Another contribution of this study to the related literature is that the attitude of the employees towards gossiping on managerial issues have an impact on their thought that other employees gossip for the purpose of social information flow. Therefore, an employee's tendency to gossip triggers him/her to think that other employees are also gossiping in order to exchange information. It is known that some negative behaviors in the workplace can cause a decrease in employees' commitment to work, but the friendly environment in the workplace prevents employees from quitting (Ugwu et al., 2022). By combining this information, it can be interpreted that when the employees gossip due to the social information flow in the workplace, their friendship will improve and thus their loyalty to the business will increase. In some cases, the manager's transmission of information through gossip, as opposed to directly conveying information to all employees, may allow this information to be more widely adopted and disseminated.

The fifth important finding is that the positive attitude of the employees to gossip about managerial issues has an effect on their thinking that other employees also gossip about managerial issues. Similarly, in the study conducted by Ugwu et al. (2022) it was determined that when an employee encounters a negative situation in the workplace, positive gossip about the employee initiated by the manager and the presence of a positive working environment in the workplace motivates employees. Therefore, if managers are tolerant of a certain degree of harmless gossip and sometimes initiate a motivating flow of information, both the relationship between the employees can be improved and loyalty to work can be achieved. Of course, this may cause a certain disorder in the enterprise. Therefore, it should be handled very sensitively. The more managers allow gossip about themselves, the lonelier they can be. In other words, the more employees gossip about managers and management, the more they can unite against the management, and they can even affect negatively those who have positive thought or are neutral. In this case, it can be quite difficult for managers to gather their employees for a specific purpose.

Practical implications

The research findings of the present study offer a number of useful outcomes for practitioners in forming their strategies about workplace. Firstly, in this study, it is determined that positive attitude of the employees towards gossiping about managerial issues increases their perception that other employees in the workplace also gossip for comparison and exaggeration purposes.

Although gossip may strengthen the bond between employees, it may not be possible to stop the spread after a while and may make it difficult for the manager to achieve the goals within the business. In addition, it is possible for employees to think that their colleagues are also gossiping because they have an attitude towards gossiping on managerial issues. Secondly, positive thoughts of the employees towards gossiping about managerial issues have been identified as having an influence on tendency of other employees in the workplace to gossip about physical appearances. Although gossip increases the connection of employees with each other, gossiping about personal issues like this may cause the loss of other people working in the business and create a hostile work environment. At the same time, gossip about such personal matters may cause the employees to not see themselves as a part of the business and withdraw into himself/herself. For this reason, managers and business owners can identify the source of gossip in such cases and deter such unethical behaviors with some penalties.

Another finding of this study is that the attitude of the employees towards gossiping on managerial issues have an impact on their thinking that other employees gossip for the purpose of social information flow. For this reason, a subject that is desired to be transferred to accommodation businesses can be spread by a manager in the form of word of mouth. In other words, the information that needs to be conveyed can be transferred better if a manager provides information to employee A, employee A to employee B, and employee B to employee C. In some cases, employees can disseminate confidential information obtained from their colleagues more quickly and effectively within the organization compared to an official source of information. The other important finding of this study is that positive attitude of the employees to gossip about managerial issues has an effect on their thinking that other employees also gossip about managerial issues. From this point of view, it can be suggested to business managers to break this gossip cycle when they think that their employees are gossiping about each other. Otherwise, the spread of gossip within the business may create disorder within the business. Therefore, managers must either ensure that this gossip is at minimal level to manage or deter this gossip and future gossip with some penalties.

Limitations and future research

As in many studies, there are some limitations in this study and these limitations also serve as a guide for future research. First, in this study, data were collected from accommodation business employees. As it is known, in a special issue such as gossip, the density of people with whom employees work is very important. Therefore, this study on gossip attitudes and perceptions can be repeated in businesses that have fewer employees working together at the same time, such as food and beverage operations, transportation operations and entertainment operations. On the other hand, since this study was carried out only in Türkiye, it may cause some cultural misconceptions. In other words, employee behaviors in this regard can be examined and compared in societies with different cultures rather than a feminine and collectivist society with a high-power distance (Hofstede, 2021). In this study, the relationship between the attitude towards gossip and the perception of gossip in the workplace was examined. Future research can examine the tendencies of gossip among different departments of accommodation establishments, attitudes towards gossip in different gender and age groups, and workplace gossip perceptions in different positions.

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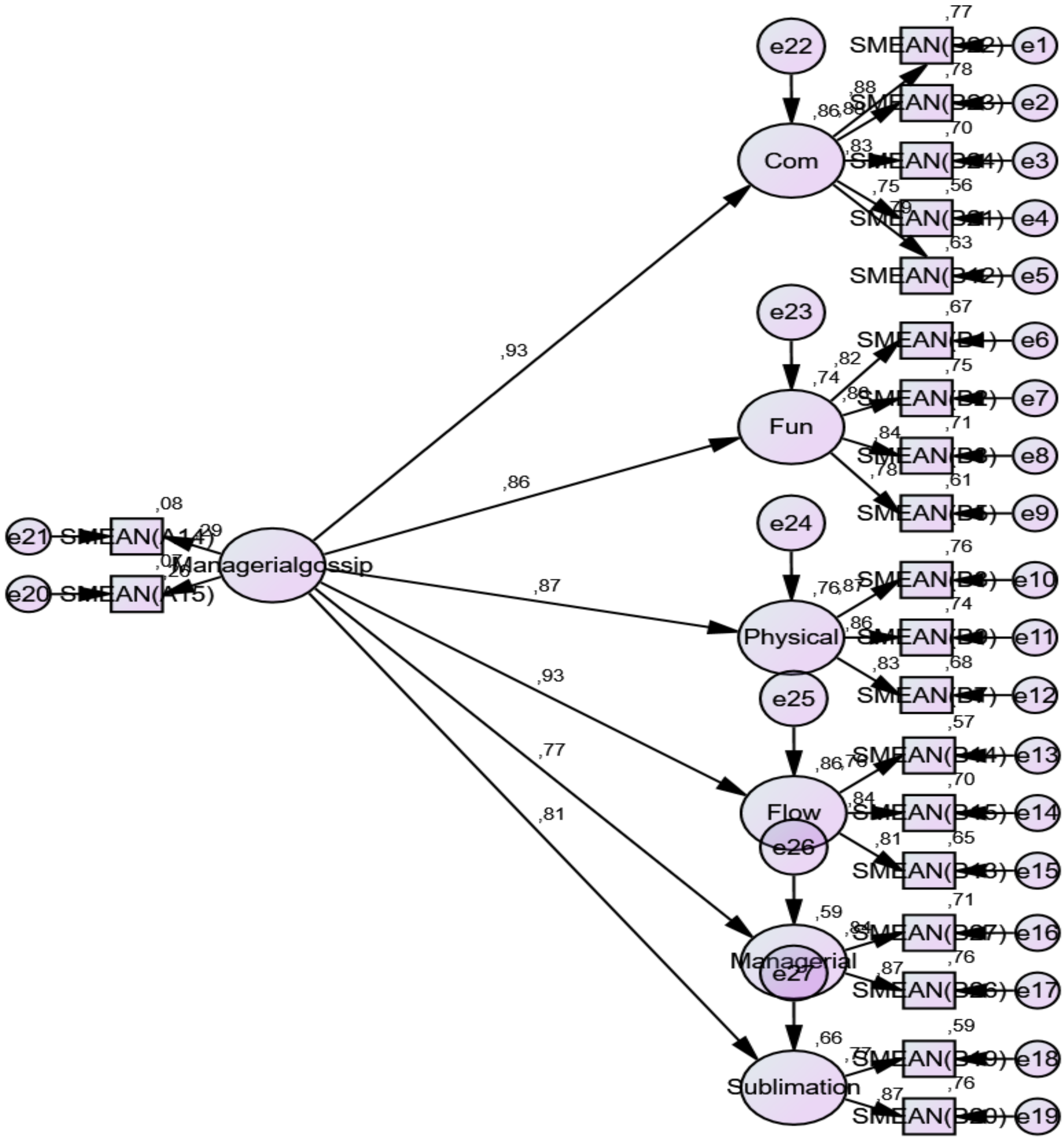
Appendix: Justification of structural model



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INFO PAGE

Employees' perceptions of workplace gossip in **the** hospitality industry

Abstract

This study provides insights on gossip related organizational communication in the context of hospitality businesses and reveals the relationship between employees' personal attitude for gossip and their perception of workplace gossip. A quantitative research approach was adopted, and data were collected from 451 hotel employees through the survey. The relationships were examined by using path analyzes through the AMOS program. Findings show that managerial gossip attitude influences perception of workplace gossip dimensions (comparison and exaggeration, fun and entertainment, physical appearance, flow of social-information, managerial, and sublimation). This study differs from similar studies in related field as it examines how employees perceive gossip in the work environment through their individual attitudes towards gossip.

Keywords: *Gossip, Informal communication, Workplace gossip, Employee perception.*

Authors

Full Name	Author contribution roles	Contribution rate
Kurtuluş Karamustafa:	*Conceptualism, Methodology, Formal Analysis, Investigation, Resources, Writing - Original Draft, Writing - Review & Editing*	*25%*
Pembe Ülker:	*Conceptualism, Methodology, Software, Formal Analysis, Resources, Writing - Original Draft*	*25%*
Mustafa Ülker:	*Conceptualism, Methodology, Software, Formal Analysis, Investigation, Resources, Writing - Original Draft*	*25%*
Mehmet Umur:	*Conceptualism, Methodology, Software, Formal Analysis, Investigation, Resources, Writing - Original Draft*	*25%*

__Author statement:__ Author(s) declare(s) that All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards. __Declaration of Conflicting Interests:__ The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article

This paper does not required ethics committee report

Justification: This research was conducted before January 1, 2020. For this reason, it is exempt from "ULAKBIM TRDizin" criterion.

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Bibliometrics of Brand-related Social Media Content

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Social media marketing,
Brand-related social media content,
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ABSTRACT

This study presents bibliometric analysis of brand-related content on social media. By filtering by topic in the WOS database, publications between 2000 and 2021 on two types of social media content, firm-generated content (FGC) and user-generated content (UGC), are examined. For FGC, 47 articles in the database are reviewed, while 3502 articles are included in the analysis for UGC. The research results found that while the FGC studies of the researchers mainly were "Business," the UGC articles were "Computer Science Information Systems" predominantly. In addition, the journal that gives the most place to studies with the FGC topic is the Journal of Marketing. On the other hand, the journals New Media & Society and Sustainability published 46 articles each for UGC studies. As a result of the co-word network analysis, although there were five themes in the map of the FGC articles, more than ten themes were found in the map of the UGC articles. The research results are expected to shed light on researchers who will work on brand-related social media content in the following years.

1. Introduction

One of the most important factors that changed our lives in the "information age" we live in has been that technology and, therefore the new opportunities it provides have become a part of our daily lives and routines over time (Choi et al., 2016). Many technologies, such as wearable technologies that even only dreamed of seeing in science fiction or social media platforms that allow simultaneous content sharing, have surrounded our lives in all aspects. So much so that today, as of July 2022, around five billion people worldwide have an internet connection, while approximately 4.7 billion of these people with an internet connection have personal accounts on social media platforms, which is one of the new media tools (Statista, 2022). In the last few decades, thanks to the dizzying changes and developments in information and communication technologies, individuals living in society have been consciously or unconsciously undergoing a technological transformation, trying to adapt to the era they live in, in order to benefit from these benefits that make their lives easier in many areas and not to fall behind social norms.

Social media, one of the most familiar concepts in which the information age impacts daily and business life, is used intensively by end users. Corporate users, especially businesses and government organizations, use social media more intensely. For instance, in addition to strengthening their corporate identities (Vardaman et al., 2018), businesses use social media to promote their products and to carry out marketing activities with motivations such as influencing consumer behavior (Kim & Ko, 2012; Alalwan, 2018; Jacobson et al., 2020). Social media, which emerged with the help of Web 2.0, also known as the "web of human" (Coşan, 2022), dramatically affects the traditional marketing approach, while the relations between marketing practitioners and stakeholders are changing with social media. In marketing strategies, the power used by marketing practitioners is now shared with consumers on social media. In the era of "pro-am" framed by Anderson (2008) to express that professionals and amateurs can do the same tasks, while consumers as social media users can exchange information by communicating and interacting with each other about the products and services offered to them in the democratic environment provided by social media. It also forces companies to adapt their traditional marketing methods to this new market (Ertemel & Ammoura, 2016).

Although the creation and dissemination of content have been constant for hundreds of years, the ordinary consumer's potential to communicate and influence a broad audience has only recently become accessible with the advent of Web 2.0 technologies (Daugherty et al., 2008). According to Kaplan and Haenlein (2010), "the ideological overlapping technologically with the Web 2.0 revolution" social media such as Twitter, Youtube, Instagram, Tiktok and Meta content on different platforms in order to interact with businesses, their customers and potential customers, to increase brand awareness and finally to affect consumer

Review Article

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behavior and it produces and publishes content on its platforms (Godey et al., 2016; Yadav & Rahman, 2017). The content on social media, which has 4.74 billion users worldwide (Kepios, 2022) as of October 2022, is not only produced by the owned media, and social media users can also generate social media content about products, services, brands, people and destinations (Li & Bernoff, 2011). The content on social media platforms is divided into two: firm-generated content and user-generated content (Dedeoğlu et al., 2020). Briefly, the creation of social media content by consumers about a product, service, destination, or brand is called user-generated content, while the company's professional team creating social media content is called firm-generated content. For example, a domestic or foreign tourist's blog or social media account creating content about Türkiye as a tourism destination is an example of user-generated content. On the other hand, the creation of content about Türkiye by the GoTürkiye official account, managed by professionals, is firm-generated.

This paper employs a bibliometric analysis of the studies published in the journals in the WOS database between 2000 and 2021, the topic of which is firm-generated and user-generated content. The study's main purpose is to unveil the progress of the studies on firm-generated and user-generated content over the years and to co-word analyses. Although studies on social media as a more inclusive concept have increased in the last decade, the limited number of empirical and theoretical studies on social media marketing and brand-related content types in social media is the research gap that this study aims to fill. The research results will shed light on the researchers who intend to work on brand-related social media content in the following years.

2. Theoretical Background

Lovett and Staelin (2016) suggest that the types of content in social media consist of three classes owned, paid, and earned media, depending on the generator of the content. Similarly, in previous studies on social media marketing, two types of brand-related content are treated as firm-generated and user-generated (Luca, 2015; Akyol & Arica, 2015; Kim & Johnson, 2016; Poulis et. al., 2019). The main difference between user-generated content that creates an echoverse in terms of brand communication (Hewett et al., 2016) and FGC, which directly serves the social media marketing activities of the business (Colicev et al., 2019), is the level of control of the brand over the content (Mangold & Faulds, 2009).

FGC is characterized as communication under the control of a brand, whether it is a brand representative or a marketing practitioner (Bruhn et al., 2012). Companies create any form of information communication to be shared directly through their official social medias (Laroche et al., 2013). Mangold and Faulds (2009) argue that FGC is essential to the firm's promotion components. Brands can use the content created by the company for brand equity components such as recognition, recall, and creation and development of brand image on social media. In the content created by the company, the sensitivity of the message (sentiment), the users' response to the messages, and the general tendencies of the users toward social media should be taken into account (Kumar et al., 2016). It is important to note that FGC relies on consumer response in several formats: they can "like" the FGC and be invited to comment or share posts. A brand evaluation may increase or decrease according to consumers' positive or negative reactions toward the content (Ceballos et al., 2016; Kumar et al., 2016). For example, FGC activates users' reactions through engaging content (Araujo & Neijens, 2012), increase brand loyalty by increasing the sense of belonging and loyalty, and encourages positive attitudes and purchasing behavior. The purpose of FGC is to open a communication avenue between the brand and an emerging market in the form of new customers, as well as to offer topics of conversation that can build relationships (UGC) among consumers (Ceballos et al., 2016)

UGC refers to media content created or produced by the general public, not paid professionals (Daugherty et al., 2008). Brand-related content that the business cannot control (Mangold & Faulds, 2009) the tone, time frame, or frequency of content sharing is communication created entirely and directly by users outside the control of the brand (Schivinski & Dabrowski, 2016). Having the opportunity to create content beyond the control of the business encourages consumers to produce content such as reviews, recommendations, referrals, and ratings. Users can produce content on social media with motivations such as promoting themselves, enjoying, or changing other consumers' perceptions of the brand (Krumm et al., 2008). UGC has become a new source of valuable information for other consumers and companies (Merz et al., 2018). Additionally, Muñiz and Schau (2011) argue that user-generated content and electronic word-of-mouth are separate concepts, although they are similar. Accordingly, user-generated content expresses only user-created content itself, while electronic word-of-mouth refers to users creating content themselves and disseminating content created by the company.

A few bibliometric studies have recently been done on social media marketing. Knoll (2016) reviewed 51 articles on social media advertising and listed the seven emerging themes: usage, attitudes, targeting, user-generated content, electronic word of mouth, consumer-generated content, and other advertising effects. In another study, Leung et al. (2017) combined two bibliometric analysis methods to provide a systematic and holistic review of the academic literature on social media. They reviewed a total of 406 publications on social media from 16 business and hospitality/tourism journals between 2007 and 2016. As a result of the co-citation analysis they applied, they expressed word-of-mouth marketing as the primary theoretical basis of social media research in the business literature. On the other hand, Zeren and Kaya (2020) subjected 334 studies on digital marketing in TR Index and National Dissertation and Thesis Database to bibliometric analysis. As a result of the research has reported that the most frequently used keywords are digital marketing, social media marketing, mobile marketing, digital content marketing, electronic word of mouth, and phenomenon marketing. The researchers also reported on the data collection methods, data analysis methods, and sample sizes of the 334 studies they selected according to these specific criteria. Nusair (2020) conducted a bibliometric analysis of the social media literature in his research. This article examined hospitality and tourism literature studies in three sub-periods (2002-2006, 2007-2012 and 2002-2006, 2007-2012, and 2013-2018). While the jump in the number of contexts, platforms, methodological approaches, and research implications examined between 2007 and 2012, they pointed out the beginning of social media as a new phenomenon, while they stated that one of the leading contributors to social media research between 2017 and 2018 was the International Journal of Contemporary Hospitality Management. Akyildiz and Yilmaz (2020) conducted a bibliometric analysis of articles from the Web of Science (WoS) Core Collection database with the Science Mapping Analysis Tool (SciMAT) program, using the science mapping method. Similar to the Nusair (2020) study, in this study, the article data were analyzed comparatively in three five-year periods "2005-2009", "2010-2014" and "2015-2019" in order to evaluate the development in the field of social media based on periods. As a result of the analysis, it has been determined that the number of articles published in the field of social media has increased significantly in the last period; the USA is the country with the highest number of publications, the engine theme of the "2005-2009" period is "social media," and the main engine themes of the "2010-2014" period are " social media," "participation," "word of mouth marketing," "network," "social media," "word of mouth marketing," "political participation" and "adolescents" were the primary engine themes of the "2015-2019" period.

3. Methodology

This study aims to determine the bibliometrics of the two primary content types in social media literature articles. The bibliographic analysis method is the statistical analysis of studies conducted on a subject in the current literature (Pritchard, 1969). The bibliographic analysis is actually a scientific mapping approach in which the relationships between various studies are revealed (Ercan, 2022). In the research, bibliometric analysis is based on the analysis of the contents of the studies carried out on any topic. The papers examined within the scope of this study are obtained from the Web of Science (WOS) database following the limitations of the current research, and the data are analyzed using document review and analysis methods (Yıldırım & Şimşek, 2016). The procedure in this study followed Weber's (1990) protocol is shown in Figure 1.

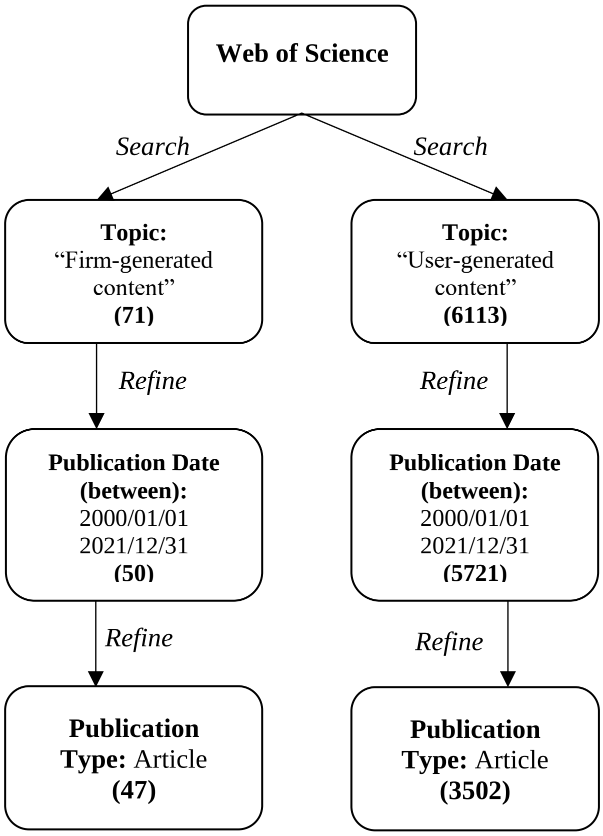

Figure 1. Schema of the study

Source: Elaborated by Autor

As shown in Figure 1, to examine "firm-generated content" and "user-generated content" in social media, the concept was first searched by topic separately in the WOS database. Subsequently, the publications between 2000/01/01 and 2021/12/31 were refined. In the next stage, a new refinement was made by choosing "article" as the publication type.

4. Research Findings

Seventy-one publications were found when the WOS database was searched with the "firm-generated content" by topic. As 71 articles were refined with 2000/01/01 and 2021/12/31, 20 were removed from the list. It should be clarified that although there were 21 publications on FGC before the year 2000, these 21 articles found by the WOS search engine did not address FGC as it is considered within the scope of this study. Three more articles were removed from the pool when refined by the publication type. The number of publications and citations by years of FGC studies, which consists of 47 articles in total, is shown in Figure 2.

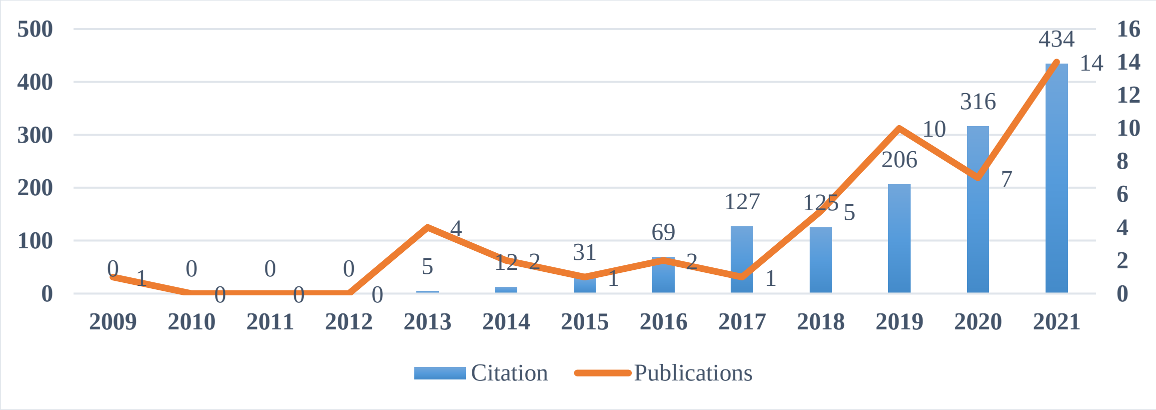

Figure 2. Progression of FGC Publications by Years

Source: Web of Science

It is seen in Figure 2 that the first study on FGC was published in 2009, and there has been no publication on this topic for about five years since the first publication. The number of FGC studies has been increasing since 2013 (except 2018), and the number of citations for these studies has also increased cumulatively. The general statistics regarding the articles published in the selected years are shown in Table 1.

Table 1. Descriptive Statistics of FGC Articles

Date Range	**2000-01-01 / 2021-12-31**
First Article (year)	2009
Number of Articles	47
Number of Citing Articles	1531
Number of Citing Articles (without self-citation)	1506
Times Cited	1699
Times Cited (without self-citation)	1652
Times Cited (avarege per item)	36.15
H-Index	19.0
Top 5 fields with the highest number of articles	Business (22), Management (15), Information Science Library Science (6), Computer Science Information Systems (4), Economics (4)

Source: Web of Science

As shown in Table 1, the first study with the FGC topic was published in 2009. The H-Index of 47 selected articles is 19.0. As of November 21, 2022, citations to these articles (without self-citation) are over 1500. Most of the paper published in FGC is on business and management. Table 2 shows the top 5 journals in which FGC articles were published.

Table 2. Top Five Journal for FGC Articles

Journal	**Number of Article**	**Impact Factor**
Journal of Marketing	4	15.360
Information Systems Research	3	5.490
Journal of Interactive Marketing	2	11.318
Current Issues in Tourism	2	7.578
Journal of Electronic Commerce Research	2	4.0

Source: Web of Science

In Table 2, it is seen that two of the five journals in which FGC articles are published the most are marketing-themed journals with a relatively high impact factor. Figure 3 shows the co-word analysis of words found together at least twice in FGC studies.

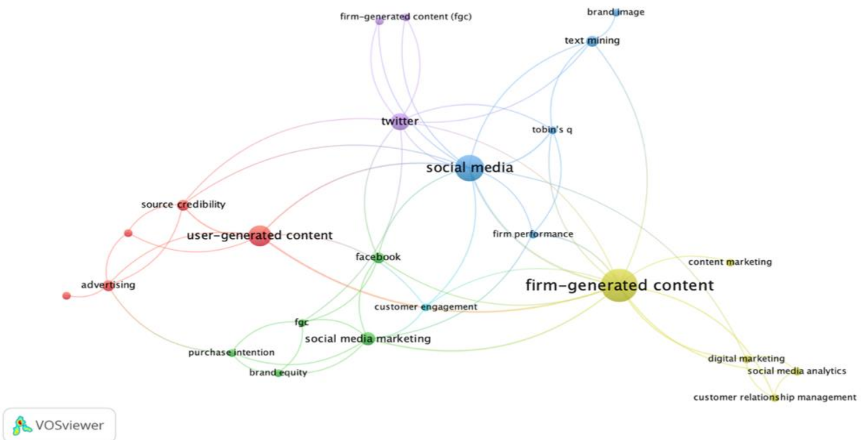

Figure 3. Visualized co-word network of FGC Articles

Source: Web of Science

Five clusters were found in the visualized co-word network, which consists of words that appear together at least twice in FGC publications. These five clusters represent each theme. The first of the interconnected clusters, the green cluster, represents studies examining the impact of social media marketing activities on consumers' attitudes and behaviors through FGC. The yellow-colored cluster represents articles on social media analytics, consistent with customer relationship management, often based on quantitative data. The cluster of studies in blue mainly includes text mining and Tobin's q, a performance measure representing studies based on computational knowledge, similar to the clustered yellow. The red-colored cluster represented by the FGC topic studies conducted in the past years are articles related to the context of advertising and source credibility. Finally, the purple-colored cluster is the set of studies on FGC via Twitter. The word-cloud consisting of author keywords in FGC articles is shown in Figure 4.

Figure 4. Word-Cloud for FGC (by Article Keywords)

Source: Web of Science

As the WOS database was searched with the topic "user-generated content," 6113 publications were found. When 6113 publications were restricted to 2000/01/01 and 2021/12/31, 5721 publications remained. As stated in the findings regarding FGC, it should be clarified that although there were 392 publications on UGC before the year 2000, these 392 articles found by the WOS search engine did not address UGC as it was already considered within the scope of this study. When refined with the Publication type, 2219 more articles were removed from the pool. The number of publications and citations by years of UGC studies, which consists of 3502 articles in total, is shown in Figure 5.

As shown in Figure 5 that the first study on UGC was published in 2001. The number of UGC studies has been increasing steadily since 2006, and the number of citations of these studies has also increased cumulatively. The descriptive statistics regarding the articles published in the selected years are shown in Table 3.

Table 3. Descriptive Statistics of UGC Articles

Date Range	2000-01-01 / 2021-12-31
First Article (year)	2001
Number of Article	3502
Number of Citing Articles	61827
Number of Citing Articles (without self-citation)	59823
Times Cited	94819
Times Cited (without self-citation)	87720
Times Cited (avarege per item)	27.08
H-Index	128
Top 5 fields with the highest number of articles	Computer Science Information Systems (664), Communication (612), Business (451), Information Science Library Science (346), Hospitality Leisure Sport Tourism (336)

Source: Web of Science

The year of the first study on the UGC topic was published in 2001. The H-Index of 3502 selected articles is 27.08. As of November 21, 2022, the number of citations to these articles (without self-citation) is around 90,000. Most of the studies in the field of UGC are in computer science information systems and communication. Figure 6 shows the co-word analysis of words found together at least twice in UGC articles. Table 4 represents the five journals that have published the most UGC articles.

Table 4. Top Five Journal for UGC Articles

Journal	Number of Article	Impact Factor
New Media & Society	46	5.310
Sustainability	46	4.089
Journalism Practice	40	2.328
Multimedia Tools and Applications	37	2.577
Information Systems Research	36	5.490

Source: Web of Science

Table 4 shows that in three of the five journals in which UGC articles are published, most are journals on media

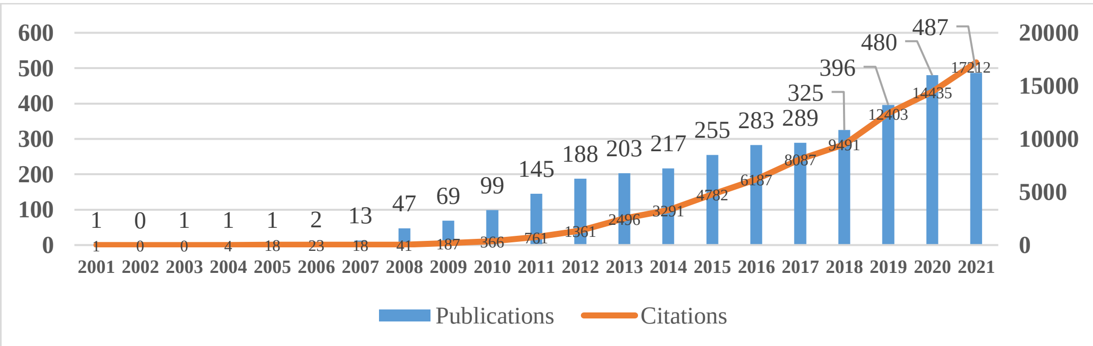

Figure 5. Progression of UGC Publications by Years

Source: Web of Science

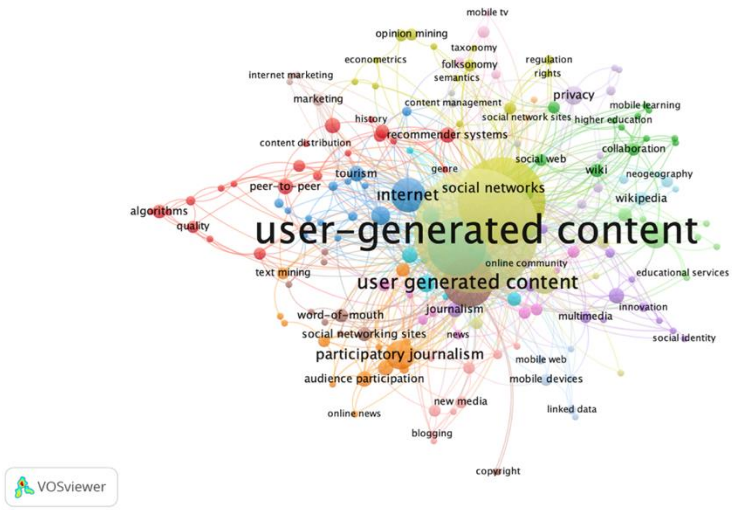

Figure 6. Visualized co-word network of UGC

Source: Web of Science

and journalism. Figure 6 shows the co-word analysis of words found together at least twice in studies with the UGC.

In the visualized co-word network of words that appear together at least twice in UGC publications, minimal clusters were found, each compassing a different theme and context. The themes in the co-word map of the previous year's papers made with the UGC topic are composed of red, orange, blue, yellow, green, and purple colors. The articles in the red cluster represent marketing efforts made through peer-to-peer and communication generated with the help of algorithms. Studies in the orange cluster predominantly represent articles in new media and journalism. On the other hand, articles in yellow contain more socio-cultural concepts such as folksonomy and regulation rights. The studies in the green cluster are the articles that focus on the social and value co-creation of the web. Finally, the cluster in purple represents certain concepts, such as social identity creation through social media. The word cloud consisting of author keywords in UGC articles is shown in Figure 7.

Figure 7. Word-Cloud for UGC (by Article Keywords)

Source: Web of Science

5. Discussion and Implications

The current study focused on the types of content in social media to reveal the theoretical foundations and thematic development of social media research. One of the most important contributions of the study to the literature is the discussion of both firm-generated and user-generated content in social media. The first research results are related to the number of publications and citations on the specified dates. When the descriptive statistics summarized in Figure 2 and Figure 5 are compared, it can be seen that the number of publications and citations on FGC is very, very low compared to UGC. This finding favors researchers from previous years who prefer social media marketing, unintentionally and amateurishly performed by consumers as brand ambassadors, to brands as an operational process. In other words, researchers focus more on consumers' content related to the brand. Although this preference of the researchers is understandable, the massive difference between FGC and UGC studies implates that researchers have underestimated FGC. Clearly, in co-word networks (see Figure 3 and Figure 6), the topics and fields on FGC are poorer than UGC. Despite its ability to increase the attractiveness of brands, especially by creating an electronic WOM, UGC may also lead to situations such as disinformation or defamation of the brand. Therefore, the social media marketing activities carried out by the brands themselves are worth examining by the researchers.

6. Conclusion

This study systematically examined the types of social media content between 2000-2021. However, it tries to compare two concepts that have never been compared before fundamentally; it is not exempt from certain limitations. First, the articles reviewed in this study were limited to the WOS database. For future research, articles may be selected in EBSCOhost, Science Direct, or TR INDEX. Another limitation of this study is the examination of only publications in the English and the articles. From this point of view, researchers may focus on different languages and publication types in the coming years. The research examined two concepts (FGC and UGC) for the first time and from introductory bibliometric analysis. Thus, researchers can benefit from methods that offer different and deeper insights, such as source effect and co-citation analysis. On the other hand, researchers are advised to review using FGC and SMM (social media marketing) or UGC and SMM using "and" / "or." Since this research carries the responsibility of a literature review, it is recommended that researchers who will work on social media content for the first time in the following years focus on FGC. Because instead of approaching the user-generated content in the form of numerical/computer science, where methods such as deep learning and artificial intelligence are used, it is recommended that FGC conduct research through quantitative and/or qualitative research from the perspectives of consumers. In addition to theoretical recommendations, some practical recommendations can be made based on the research findings. First of all, it is a very cardinal indicator for marketing practitioners that the previous year's studies on social media content were predominantly on the topic of UGC. Namely, it is recommended that brands that want to contact social media users more deeply as potential customers of their brands should be encouraged to produce content on behalf of the brand, like a brand advocate, instead of generating content themselves. For instance, marketing practitioners who carry out the marketing activities of a particular destination can create memorial "walls" or "corners" to encourage visitors to share social media posts. Moreover, since brands that analyze their social media content with computer-based methods such as text mining may miss sentimental details, it is recommended that they get human resources support that can focus on semantic dimensions in content analysis.

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INFO PAGE

Bibliometrics of Brand-related Social Media Content

Abstract

This study presents bibliometric analysis of brand-related content on social media. By filtering by topic in the WOS database, publications between 2000 and 2021 on two types of social media content, firm-generated content (FGC) and user-generated content (UGC), are examined. For FGC, 47 articles in the database are reviewed, while 3502 articles are included in the analysis for UGC. The research results found that while the FGC studies of the researchers mainly were "Business," the UGC articles were "Computer Science Information Systems" predominantly. In addition, the journal that gives the most place to studies with the FGC topic is the Journal of Marketing. On the other hand, the journals New Media & Society and Sustainability published 46 articles each for UGC studies. As a result of the co-word network analysis, although there were five themes in the map of the FGC articles, more than ten themes were found in the map of the UGC articles. The research results are expected to shed light on researchers who will work on brand-related social media content in the following years.

Keywords: *Social media marketing, Brand-related social media content , Firm-generated content, User-generated content, Bibliometric analysis*

Authors

Full Name	Author contribution roles	Contribution rate
Burak Yaprak:	*Conceptualism, Methodology, Software, Validation, Formal Analysis, Investigation, Resources, Data Curation, Writing - Original Draft, Writing - Review & Editing, Visualization, Supervision, Project administration, Funding acquisition*	*100%*

Author statement: *Author(s) declare(s) that All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards.* ***Declaration of Conflicting Interests:*** *The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article*

This paper does not required ethics committee report
Justification: The methodology of this study does not require an ethics committee report.

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A conceptual model for Muslim-friendly hotel entrepreneurship*

Sultan Nazmiye Kılıç

ABSTRACT

Muslim-friendly tourism is one of the prominent topics in academic studies due to its potential returns and estimated market volume in recent years. Within this tourism type, customizing tourism products and services currently offered in the sector, rendering innovative tourism products and services needed by the customer segment, and profiting from the sale of these products and services are critical issues that need to be underlined. Although many studies have been carried out on Muslim-friendly hotels which are the essential dimensions of Muslim-friendly tourism, it is known that the studies investigating Muslim-friendly hotels in terms of entrepreneurship are limited in number, content, and scope. Therefore, it is aimed to carry out a conceptual analysis of Muslim-friendly hotel entrepreneurship and examine it under the main headings of the entrepreneurship field. Through the in-depth literature analysis, this study provided insights into the Muslim-friendly hotel entrepreneurship model. The Business Model Canvas, the success model, and the challenges of Muslim-friendly hotel entrepreneurship were produced. In addition to the importance of spiritual harmony between the entrepreneur and business concept, a supportive ecosystem was emphasized based on the designed conceptual model. The article was concluded with the implications for future research.

Keywords:
Muslim-friendly tourism,
Muslim-friendly hotel,
Entrepreneurship,
Conceptual model.

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1. Introduction

In recent years, specific market segments have been targeted in the tourism sector (El-Gohary, 2016, p. 125). Many definitions of Muslim-friendly tourism (MFT) have been proposed in academic literature. Among these definitions, one that provides a touch for entrepreneurs operating in Muslim and non-Muslim markets is as follows: it is a type of tourism that aims to present tourism products and activities following Islamic teachings, to increase the Muslim-friendly characteristics of the destination, and to meet the needs of Muslim visitors throughout their travel (Battour et al., 2022, p. 888). The need for Muslim-friendly products and services is gradually increasing, so a parallel increase in demand for MFT and Muslim-friendly hotels (MFHs) is being observed recently (COMCEC Coordination Office, 2016). However, despite this increase in demand, the extent to which MFT services are Muslim-friendly may vary depending on the service characteristics offered by hoteliers. This variety makes it necessary to understand the characteristics of entrepreneurs who decide on the quality of the services to be provided during the planning stage of the business and the nature of entrepreneurship. Since existing research on MFT entrepreneurship is considerably limited, a theoretical framework for MFT entrepreneurship needs to be prepared (Battour et al., 2022). Clarifying the conceptual structure of Muslim-friendly hotel entrepreneurship (MFHE) can be illuminating for new business ventures and upcoming academic studies in the field. Additionally, conceptualizing the subject, determining its boundaries and content, and forming the general structure of the MFHE can be informative for decision makers. The conceptual presentation of MFHE can also allow naming problems in the field. In this regard, it is aimed to examine the subject of MFHE. Therefore, the main concepts of entrepreneurship and business activities were adopted. The answers to the following questions were investigated: "What are the features of a Business Model Canvas (BMC) for MFHE?", "What are the features of an MFHE model?" and "What are the unearthed challenges and suggestions in the relevant literature?".

It can be beneficial to analyze the characteristics of the process ranging from the entrepreneurial motivation to the operational activities of MFH to understand MFHE. Therefore, it is better to understand who a MFT entrepreneur is. According to the definition by Battour et al. (2022, p. 889), MFT entrepreneurs offer new value propositions, new products, and services for the travel needs of Muslim tourists in the tourism sector and benefit from the opportunities in the sector. As an element of MFT,

Theoretical Article

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MFH is a business model that enables Muslim guests to meet their special religious needs during their holidays and provides hotel services for non-Muslim guests who want to experience the Islamic atmosphere in hotel services (Suci et al., 2020, p. 5). Considering this business model, MFHE can be expressed as the application of the rules and values of Islamic religion to entrepreneurial processes and business functions (Salleh et al., 2019, pp. 8-10). By considering the study of Abdullah and Azam (2021, p. 1) on the concept of halalpreneurship and related business opportunities, the following definition can be considered: MFHE is a concept to distinguish entrepreneurial activities in the field of MFH management from traditional hotel management, integrating Islamic values into hotel entrepreneurship processes.

Based on these definitions, it can be stated that it would be helpful to analyze the process related to hotel entrepreneurship and business functions to determine the holistic characteristics of MFHE. To provide a conceptual synthesis, the distinguishing features of MFH were applied to related entrepreneurship concepts so that identifying the distinguishing features of Muslim-friendly entrepreneurship from other types of entrepreneurship can help create innovative and sustainable businesses (Hareebin, 2021). To ensure unity, the concept of MFT is used instead of expressions such as conservative tourism, hijab tourism, halal tourism, and Islamic tourism, etc. which are often used interchangeably in the literature and the sector due to the ongoing ambiguity concerning their definitional boundaries and common acceptance.

2. Muslim-friendly hotel concept as a business opportunity

In this regard, MFH is considered an example of customer-oriented marketing approach. Hotels are designed according to this market segment during the establishment phase or existing hotels are converted to this concept, targeting customers with religious sensitivities (Arpacı et al., 2015, p. 183).

MTHs can be used in different ways in the literature, such as halal hotels (Joeliaty et al., 2020), dry hotels (Ahmat et al., 2012a; Rosenberg & Choufany, 2009), Islamic hotels (Karia & Fauzi, 2020), and shariah compliant hotels (Yusof & Muhammad, 2013), focusing on services that can meet the needs of Muslim visitors (Battour et al., 2010). MFH is a type of MFT entrepreneurship with features that allow visitors to fulfill their religious responsibilities during the tourism experience (Battour, 2017). The three main issues that stand out in the study of entrepreneurship are innovation, the exploitation of opportunities, and business formation (Farmaki et al., 2020). According to Battour et al. (2022), MFT can be an innovative business opportunity for entrepreneurs. They stated that there are potential innovative opportunities in MFT for entrepreneurs in the following areas: digital platforms, alpha generation, cryptocurrency, sustainable products and services, Muslim women-friendly services, culinary tourism, 3D printing, virtual reality, and augmented reality. Accordingly, the MFH concept can raise considerable new opportunities for hotel businesses (Razalli et al., 2012, p. 94), being perceived as a developing market by hoteliers (Buyruk & Aydemir, 2022).

From the study conducted by Soltanian et al. (2016, p. 173), it can be understood that the motivation to be a halal entrepreneur is affected by halal entrepreneurship, intrinsic motivation, opportunity seeking, perceived attractiveness, peer influence, perceived feasibility, and government support. MFT entrepreneurs seek profitability by considering current and potential market trends and customer demand in the MFT market (Battour et al., 2022). Religion, individual values, and religiosity play important roles in entrepreneurial behavior (Gursoy et al., 2017). According to Farmaki et al. (2020), religion can positively or negatively affect tourism entrepreneurship. While it may present new market opportunities, other markets may not be accessible because of religious differences. Specifically, while financial constraints can be a hindrance, social connections can provide advantages (Farmaki et al., 2020). In another study (Kılıç, 2020; Kılıç et al., 2021),, it was concluded that MFH entrepreneurs may act for spiritual and commercial purposes; therefore, compliance with the philosophy of the concept in operational activities may vary according to the hoteliers' religious sensitivity. In the mentioned study, hoteliers emphasized that their lifestyles are influential in investing/working in MFHs. Moreover, it can be stated that profitability expectation, recognizing the need for MFHs, and other similar investments carried out are the other factors in consideration (Kılıç, 2020; Kılıç et al., 2021). Accordingly, in the study conducted by Nor et al. (2017), it was understood that women who are MFH entrepreneurs in Malaysia have strong Islamic and cultural values and try to offer food and beverage services following a halal understanding. In another study (Rozita Tahir et al., 2016), it was determined that more than 80% of small and medium entrepreneurs operating in Muslim-friendly businesses in Malaysia have the personality traits that Muslim-friendly entrepreneurship constitutes.

3. Methodology

The aim of this study was to develop a framework that represents MFHE. Studies are conducted to create conceptual frameworks for the structure of Muslim-friendly activities in different branches of tourism. For example, Jamaluddin et al. (2018) prepared a conceptual framework for Muslim-Friendly Spa. Mohtar et al. (2022) conducted a study that includes Muslim-friendly beauty and wellness framework.

This study aims to examine MFHE considering the available information in the related literature, to define the BMC, to determine the factors that lead to success in MFHE, and identify the challenges encountered. Articles, papers, books, and industry reports were analyzed using keywords, such as MFH and hotel entrepreneurship. The obtained data were synthesized using the main headings.

The research findings were structurally presented and explained in the BMC and MFHE success models. Developed by Osterwalder and Pigneur (2010), BMC is one of the frequently used tools in business model development (Carter & Carter, 2020). In this visual structure, a related model is created by examining the data under the headings of value propositions, key activities, customer segments, customer relations, key resources, channels, key partners, cost structure, and revenue streams. BMC is regarded as a useful tool for developing concepts and is used to design tourism businesses (Strulak-Wójcikiewicz et al., 2020).

4. Results

A Business Model Canvas and entrepreneurship model for Muslim-Friendly Hotels

Business model research has attracted academic interest in recent years (Joyce & Paquin, 2016). This study analyses the BMC to identify and classify the characteristics of the MFHE. The research was conducted in the nine sub-dimensions of the BMC to investigate the components of the MFHE. The related subheadings considered were value propositions, key activities, customer segments, customer relations, key resources, channels, key partners, cost structure, and revenue streams.

Value Propositions

A MFH has the potential to attract guests seeking an authentic and spiritual experience, as it offers its customers a different value than standard hotels (Rosenberg & Choufany, 2009, p. 4). Emphasizing that religious values are perceived as well as consumption during Muslim-friendly holidays, Rodrigo and Turnbull (2019) revealed themes according to basic consumption values in their study. Accordingly, the relevant consumption values and key themes were as follows: functional value (quality service, scenery, and sites), emotional value (happiness/excitement, stepping out of routines, relaxation), social value (friendliness of locals, social acceptance, being respected), epistemic value (new experiences and novelty), conditional value (safety and security, proximity to home country), physical Islamic values (halal food, no alcohol, compliance with religion, access to a mosque, prayer location, qibla direction), non-physical Islamic values (gender-based separate facilities), facilities for personal hygiene, not being exposed to inconvenient practices, halal entertainment).

MFHs offer unique value to their guests (Rosenberg & Choufany, 2009, p. 1). For example, the rooms are designed to meet the needs of families. Appropriate types of music, conferences, and religious talks are arranged. In addition, same-sex personnel are employed in the men's and women's pools (Doğan, 2011, p. 479). Yet, the top priority service to be provided at MFHs is the availability of halal food options (COMCEC Coordination Office, 2018, p. 126-127). Therefore, all food and beverages served in the hotel restaurant must be halal (Zulkifli et al., 2011, p. 299-300). Halal food is food that does not contain ingredients that are prohibited for Muslims to consume (Riaz & Chaudry, 2004) which is one of the top priorities of Muslim tourists (Battour & Ismail, 2016, p. 153). The development of Muslims' awareness of their responsibilities to consume halal food has led to an increase in the demand for halal food. Accordingly, awareness of food safety associated with halal food has reached a global dimension. With the developing technology, the content of foods can be recognized quickly and accurately. In this context, halal certification guarantees the quality and health benefits of these products. Furthermore, halal certification leads to increases demand for certified products (Dali et al., 2009, p. 41). As stated by GIMDES (2019), music should not be broadcast in the dining areas of MFHs. Waste must be controlled, and precautions should be taken in this regard. Arrangements should be made for waste food by raising awareness among customers. Meals should be served for iftar and sahur during Ramadan. Those who cannot fast also should be considered. In addition, alcoholic beverages, or acidic beverages such as cola should not be kept in the mini fridges in the rooms. Cosmetic products and cleaning products used in bathrooms must be certified (GIMDES, 2019). To ensure these standards, especially the employees of the kitchen and purchasing departments should be more conscious about halal. For this reason, some hotels inform and train their kitchen staff on this issue. In addition, purchasing department employees are expected to be capable of evaluating the products to be purchased following the standards and seek certificates from the suppliers (Temizkan et al., 2017, p. 857). In addition to the above-mentioned features, another issue to consider regarding food presentation in MFHs is seafood. Some seafood varies according to denomination. It is thought that this situation may complicate the delivery of services provided in MFHs (Razak et al., 2020, p. 22). Pamukçu and Arpacı (2016) examined the features offered by MFHs by analyzing hotel websites. It has been determined that the information provided about the halal understanding features are as follows: The concept of the hotel, halal hotel certificate, halal food-beverage, no alcohol, no gambling, masjid, separate facilities for genders, religious activities, religious activities for children, and faith destinations close to the hotel. According to the research conducted by Gündüz and Topaloğlu (2021), MFHs offer value to customers based on different competitive strategies. These are the effort to create a positive reputation in the industry (differentiation strategy), the effort to provide service above expectations (cost-oriented strategy), the reduction of distribution costs (cost leadership strategy), and the focus on the high-price market (focus differentiation strategy).

Key Activities

Although there are no clear principles for MFH management (Razalli, 2020, p. 97), these types of hotels have different aspects from traditional hotel management and these differences should be reflected and applied in strategic planning (Seçilmiş et al., 2017, p. 767-768). For instance, the most authorized manager in the business should be aware of the hotel concept and create the business organization accordingly (GIMDES, 2019) with proper and regular planning, monitoring, and control of business operations. Therefore, several requirements should be fulfilled in the management of the MFHs such as an advisory committee that gathers to evaluate and monitor the compliance of hotel activities with the rules of the Islamic religion, adoption of Islamic quality principles as the basic policy of the hotel and improvement programs prepared in line with the evaluations of the internal audit (Razalli, 2020, p. 99). It is influential to have advisors who monitor the hotel's compliance with religious rules (Ahmat et al., 2012b, p. 124). It is usually the management's responsibility to establish a committee of Muslim employees responsible for ensuring the effective implementation of the internal halal control system (Karia & Fauzi, 2020, p. 88). In a nutshell, a Muslim “internal halal coordinator”, who is fully authorized by the business and an expert in this field should be employed as well as the establishment of a “halal assurance system" (GIMDES, 2019). In Türkiye, Halal Accreditation Agency (HAA) accredits halal tourism certificate providers and provides Halal Tourism Standard Training by HAA Academy (HAA, 2023). There are also legal regulations to prevent non-accredited organizations from introducing themselves as MFH (Palabıyık, 2023).

Customer Segments

As a result of combining conservative Islamic lifestyle elements with the modern tourism industry, new tourism types or new tourism destinations are emerging (Al-Hamarneh & Steiner, 2004, p. 180). While some major destinations may attract Muslim tourists, other destinations have not adequately understood the needs of such tourists (Bahardeen, 2016). The lifestyle of individuals is one of the common reasons for choosing MFHs (Pamukcu & Sariisik, 2021). The guest profile of MFHs includes Muslim guests, non-Muslim guests who want to experience a Muslim-friendly holiday, families, businesspeople who want to stay in Muslim-friendly city hotels on business trips, and individuals who prefer to stay in family-friendly hotels (especially women traveling alone). Hotel selection is mostly made by women, and the wishes and needs of women and children are taken into consideration in designing the services offered (Kılıç, 2020; Kılıç et al., 2021). Also being preferred by non-Muslim guests (Razalli et al., 2013, p. 316), MFHs can appeal to guests who may not specifically seek a Muslim-friendly vacation but are instead vacationing with their families or seeking a culturally immersive holiday experience (Rosenberg & Choufany, 2009, p. 5).

According to the research carried out by the Standing Committee for Economic and Commercial Cooperation of the Organization of the Islamic Cooperation (COMCEC) by collecting data from participants from different countries to understand the travel needs of Muslims, it has been seen that the main travel purposes of Muslim visitors are vacation, friend-family visit, and religious travels, respectively. Participants often travel with family members, participating in sightseeing and shopping activities in destinations. Plenty of participants seek a compatible destination with their religious needs before traveling, obtaining information from travel websites, family, friends, and social media. Cost, Muslim-friendly services, and the friendliness of the locals are the most important criteria for destination selection while halal food, bidet/bidet faucet in the toilets, no alcohol in rooms, and sahur/iftar service during Ramadan are significant for hotel selection. Accommodation reservations are usually made from travel websites. 39% of the participants state that the religious needs of Muslims are neglected by tourism professionals. Muslim visitors spend an average of 15 days on their travels. They are often willing to pay extra for products and services tailored to their religious need (COMCEC Coordination Office, 2018, p. 2-31). In the study of Yılmaz and Bağçı (2023), the halal tourism tendency of generation groups was investigated. As a result of the study, the generation group with the highest halal tourism tendency was "Baby Boomers" followed by the traditionalists, the X generation, the Y generation, and lastly, the Z generation.

Guests arriving at MFHs are expected to be Muslims or respectful of the practices of the Islamic faith, generally composed of domestic tourists. In addition, foreign Muslim tourists come from other countries with Muslim populations (Doğan, 2011, p. 479). As per the study of Yusof and Muhammad (2013, p. 1144), these hotels can also be a choice for guests who adopt a healthy lifestyle since MFHs do not allow alcoholic beverages and smoking.

Customer Relations

Guest relations are quite crucial for MFHs, as it is for many other service providers. MFHs offer facilities such as catering and accommodation and ensure that guests are comfortable about obeying their religious sensitivities during holidays (Omar et al., 2013, p. 6). The insufficient implementation of Islamic rules in MFHs is an important reason for customer complaints (Boğan & Arıca, 2019, p. 266). Therefore, hoteliers of MFHs need a deep understanding of religion to improve guest relations (Hall et al., 2020, p. 3). In addition, hoteliers should understand Muslim customers' needs correctly to ensure their satisfaction (Zafir, 2015). Therefore, meeting the religious needs of the guests is significant to increase guest satisfaction (Weidenfeld, 2005, p. 143). When the needs are not realized enough, it can negatively affect the hotel's performance. These effects cause a decrease in revenue, profitability, guest satisfaction, and guest loyalty and lead to less competitive power, advantage, and a negative perception of the destination (El-Gohary, 2016, p. 130).

The rules adopted as per the hotel concept are valid for the guests as well as the hotel business, so guests are expected to abide by ethical rules (Stephenson, 2014, p. 157). MFHs should consider the followings when serving guests (Razalli, 2020, p. 102): Muslim-friendly welcoming, warnings about no alcohol, information about Muslim-friendly restaurants, mosques, and markets in the surrounding area, call for morning prayer, prayer rugs, prayer times, providing Muslim-friendly products/services such as honeymoon packages, tours, seminars and conferences, no gambling-related products and services, Muslim-friendly shopping mall, Muslim-friendly detergent for laundry, ethical and fair pricing, providing price information for rooms, meals, and other products, non-discrimination on price, ethical behavior, convenient location, no unnecessary delays in services, ethical promotional activities, no sexually explicit elements, no fraudulent, and the application of Islamic financial transactions. Some of the requirements stated by GIMDES (2019) for guest relations are as follows: The clothing of the guests and staff should be appropriate to the concept. Guests who do not dress appropriately should be warned or not accepted. Events such as weddings or conferences held at the hotel must be compliant with religious requirements. Male and female guests staying in the same room must be married or first-degree relatives.

Key Resources

MFHs have certain specific characteristics in terms of human resources. Some features that should be implemented in these hotels are as follows: providing gender-based facilities and services leads to more hired personnel than in traditional hotels, increasing the labor cost in MFHs (Razak et al., 2020, p. 45). In non-Muslim countries, particular attention should be paid to the fact that at least 30% of the employees in MFHs operating are Muslim (Razalli, 2020, p. 101). Personnel who can maintain a Muslim-friendly approach should be employed (GIMDES, 2019). Therefore, MFHs should clearly state the job description and expectations in their job postings. The behavioral characteristics of the hotel staff should match the hotel concept as possible to avoid any hostile behavior (such as alcohol or gambling) which should be considered during the selection of employees (Boğan et al., 2020, p. 9).

The alignment of employees with business objectives is influential in the success of business activities (Dinçer & Fidan, 1997, p. 96). The managers of MFHs may encounter resistance to the MFH concept in terms of personnel, especially during the concept transformation process. Therefore, the specific concept should be interiorized by senior management and other staff (Seçilmiş et al., 2017, p. 767-768). Halal training should be provided to all employees of MFHs (GIMDES, 2019) to provide comprehensive knowledge about how halal the result of their work activities (Karia & Fauzi, 2020, p. 88). In this vein, standards and accreditations need to be developed in cooperation with the Vocational Qualifications Authority. Moreover, practices in other countries should be explored analyzed. The guides, cooks, service personnel, and managers specialized in MFT should receive training. Training and certificate programs should be provided. MFT courses should be given at tourism education institutions and training modules should be developed. Joint graduate programs should be prepared in the fields of theology and tourism. Local authorities and stakeholders such as NGOs should gain awareness of this issue (Republic of Türkiye Ministry of Culture and Tourism, 2017, p. 15-17). For example, several courses and training on MFT education are offered and organized at the universities by various NGOs and HAA in Türkiye. According to Razalli (2020, p. 101), staff should be trained in helpfulness and friendship. In the MFHs, staff clothing should conform to the concept. The staff must behave by moral norms. The staff should be allowed to pray by providing enough time and space. Dressing rooms should be separate for male and female employees. The safety and security of personnel must be ensured (Razalli, 2020, p. 100-101; Stephenson, 2014, p. 157).

MFHs must comply with Islamic values at every step, from capital to operation (Yusof & Muhammad, 2013, p. 1144). Besides zakat, other activities such as salary payments, savings, and investment should also be practiced according to Islam. However, finance is not sufficient in most MFHs (Razalli, 2020, p. 99). To ensure that hotel management and religion are compatible, the resources used in hotel management should be based on Islamic finance principles. Therefore, transactions and investments should be made by the principles and practices of Islamic banking, accounting, and finance (Stephenson, 2014, p. 157). Islamic finance requires that the profit or loss of the organization must be shared among all parties. Riba (“excess” or “unjustified increase”) is prohibited in Islamic finance. Riba al-nasiah, one of the principles of Riba, is defined as “an excess of the original amount charged for delay in repayment”. Briefly, interest-based profit is restricted in Islam (Rosenberg & Choufany, 2009, p. 3; Zulkifli et al., 2011, p. 300). Transactions made must not include interest (Razalli, 2020, p. 99) since interest is expressly prohibited in the Qur'an (Baqara: 275).

Channels

Determined by COMCEC, MFT marketing's priorities were examined in three dimensions: promotion, distribution, and pricing. Some of the services are digital promotion, advice of reference groups, promotional trips, integrated campaigns, cross-promotion with other sectors that are compatible with the halal lifestyle, visitor guides, campaigns, virtual reality, and cluster marketing (COMCEC Coordination Office, 2018, p. 6-134). Recently, online sales opportunities are frequently preferred by MFHs such as online travel agencies and online tour operators (Resort Magazine, 2015, p. 35). Many websites offer information that can make the holiday fun and Muslim-friendly. Along with smartphone applications (Battour, 2017, p. 28), tools such as radio, television, and print media are also used (Kılıç et al., 2021; Özbay, 2020).

In the MFT market, promotional activities are quite substantial both on a country and business basis. Proper promotions that target audiences will increase tourism potential, by gaining customers' awareness about MFT (Zengin et al., 2017a, p. 606). However, obscene images should not be included in posters, advertisements, and billboards prepared for promotion (GIMDES, 2019). Direct sales, travel agencies, tour operators, service providers' websites, and online tools serving B2B (business-to-business) and B2C (business-to-consumer) can be preferred as distribution channels in MFT. Generally, a competitive pricing strategy is applied. In addition, prices are increased depending on demand during periods of high demand. Businesses are advised to make competitive pricing and create value, as the cost is the most important factor in destination selection for traveling Muslims. As an exception, high-income Muslims can agree to pay more for quality products and services. A second exception is observed when demand exceeds supply in beach hotels during peak season (COMCEC Coordination Office, 2018, p. 6-134).

Key Partners

Various stakeholders that constitute or affect the supply chain of MFHs were investigated in different studies. These stakeholders can be listed as MFT marketers, media or press (Ainin et al., 2020; Zarkasyi et al., 2022), Islamic scholars (Ithnan et al., 2022), hotel operators (Ithnan et al., 2022; Zarkasyi et al., 2022), the hotel's guests (Ithnan et al., 2022; Samsi et al., 2011; Zarkasyi et al., 2022), employees and human resource management (Ab Talib et al., 2015; Samsi et al., 2011), the central and local government supports (Ab Talib et al., 2015; Huda et al., 2022; Samsi et al., 2011; Zarkasyi et al., 2022), food and other product suppliers, NGOs (Samsi et al., 2011), halal certification and accreditation agencies (Ab Talib et al., 2015), management of tourist attractions, restaurants and cafes, travel agencies, and tour operators, research and education institu tions (Zarkasyi et al., 2022), and Muslim-friendly financial institutions (Nisha & Iqbal, 2017).

Considering the characteristics of MFHs, it can be stated that key partners are halal-certified product/service suppliers, certification bodies and travel agencies, and tour operators cooperating with MFHs. Halal certificates can be used as a tool in marketing products and services (Rajagopal et al., 2011, p. 138). Halal certification can ensure that the food consumed is halal for Muslims, strengthening MFHs' F&B services. Additionally, a certification must be obtained for the F&B products and services in the rooms (Razalli, 2020, p. 102), issued by authorities or government agencies to guarantee traveling Muslims' religious conformity to the product or service (Mohsin et al., 2016, p. 139). Although there is halal writing in Arabic in many of them, Halal certification has not been standardized worldwide yet. These halal logos of countries are different (HAA, 2018, p. 8), leading to a serious problem faced by companies working in this field while obtaining certification. Since MFHs do not have a general and inclusive standard around the world, their services may vary (COMCEC Coordination Office, 2018, p. 4-7). Furthermore, hotels that seek to obtain halal certification may encounter various difficulties due to the requirements and detailed controls during the certification process. For example, the necessity of all materials used in the hotel's kitchen to be halal-certified or choosing halal-certified suppliers with other details may cause difficulty or hinder obtaining a certificate (Karia & Fauzi, 2020, p. 88).

Cost Structure

Although the operation and establishment of MFHs are essentially no different from standard hotels, there are a few differences to consider at the planning stage (Rosenberg & Choufany, 2009). Hoteliers especially highlight high start-up and operating costs in MFHs (Kılıç, 2020; Kılıç et al., 2021). In Figure 1, MFH departments that differ from standard hotel departments in terms of cost in start-up and operation processes are presented.

During the stage of hotel development, design, and finance cost becomes prominent. Hoteliers of MFHs emphasize that the investment cost is high since the separate areas for men and women should be constructed (Kılıç, 2020; Kılıç et al., 2021). Gender-based function rooms, wellness facilities, and separate floors are needed at MFHs (for

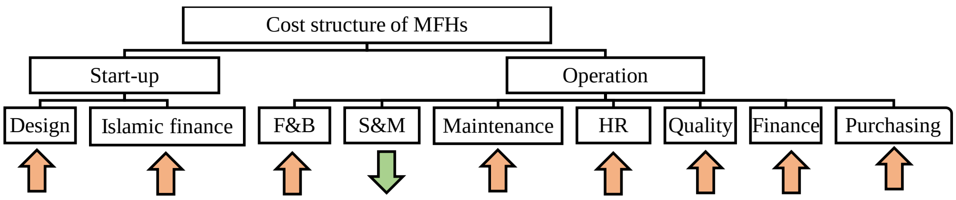

Figure 1. Department-based cost structure Muslim-friendly hotels

Source: Prepared by the author by compiling the relevant literature single males, single females, and families) (Rosenberg & Choufany, 2009). Building multiple activity fields is another factor that increases the total costs (Zengin et al., 2017b). In addition, any cost of halal finance in the hotel development process should be considered (Samori & Rahman, 2013).

In the food and beverage department, supplier costs of halal-certified food ingredients are highlighted by hoteliers (Baran et al., 2017). It is understood that there are two different views on alcoholic beverages in the relevant literature. Accordingly, not serving alcohol is sometimes seen as a significant cost advantage (Tekin, 2014), yet the absence of sales of alcoholic beverages decreases the profit in the food and beverage department (Rosenberg & Choufany, 2009). Determining the target audience is easy and MFHs can provide advantages in reducing sales-marketing costs and profitability (Karayılan et al., 2017, p. 1198-1200). MFHs provide unique value propositions and have high purchasing power in the potential market (Rosenberg & Choufany, 2009). Energy and maintenance expenses of separate facilities such as separate function rooms, wellness facilities, and separate floors exist. As the need for personnel in housekeeping and service departments will increase, there may be extra costs in terms of human resources (Resort Magazine, 2015, p. 36; Rosenberg & Choufany, 2009). The need for various MFH certifications can create extra costs for quality departments. The necessity for financial arrangements to comply with religious rules both at the establishment stage and during the operation process (Samori & Rahman, 2013) may cause additional costs. Finally, supplier costs due to certified products for cleaning and food production may result in an increase in costs.

Revenue Streams

MFT is a market that can generate significant returns for investors and entrepreneurs (Pamukcu & Sariisik, 2021). In MFHs, the main income streams come from accommodation, catering, activities, and recreational facilities. Due to high demand and low supply, profitability is high in MFHs, making them a unique concept (Idris & Wahab, 2015, p. 204-205). Due to the supply-demand imbalance, the prices of MFHs are above the average price of standard accommodation establishments (Tekin, 2014, p. 760). However, international companies operating in the hotel sector may be reluctant to manage MFH because they are conc erned that not serving alcohol in hotels may adversely affect their revenues (Razalli et al., 2012, p. 93-94). In a study on MFHE (Kılıç, 2020; Kılıç et al., 2021), hoteliers state that the profitability of MFH as an investment depends on the proper business operation, effective marketing, and hotel's location (distance from the airport and the beach). Besides, profitability differs in hotels where the property is rented. The hoteliers stated positive opinions on profitability, declared that the hotel had a high occupancy rate, high demand, relatively further profit on the count of no-alcohol service, and provided spiritual benefit. However, in the research, negative opinions were emphasized more intensely in the profitability category. Some of the remarkable reasons stated on this issue are the short season, low occupancy rate, the negative effects of the changes in exchange rates, high costs (it was emphasized that the investment cost was high since gender-based separate facilities should be established), increase in costs (especially food expenses increased due to inflation, but hotel prices could not be raised at the same rate), less revenue compared to the investment cost, the target segment which is middle class, the decrease in the income level of the guests, and the high competition (Kılıç, 2020; Kılıç et al., 2021). Lastly, separate allocation of floors may cause a loss of income and a decrease in demand when adequate rooms do not exist (Rosenberg & Choufany, 2009).

BMC is presented in Table 1. Considering the synthesized academic knowledge through the study, MFHE-specific characteristics on value propositions, key activities, customer segments, customer relations, key resources and partners, channels, cost structure, and revenue streams are provided.

4.1. Success in Muslim-Friendly Hotel Entrepreneurship

The MFH concept brings meaningful opportunities to businesses (Razalli et al., 2012, p. 94). The most fundamental factors behind the rise of MFHs are the increases in Islamic financial resources and the raising number of Muslim travelers (Rosenberg & Choufany,

Table 1. A proposed Business Model Canvas for Muslim-friendly hotel entrepreneurship

<table>
<tr><td rowspan="2">Key Partners
Halal-certified product/service suppliers,
Certification bodies,
Travel agencies and tour operators collaborating with MFHs.</td><td>Key Activities
Muslim-friendly hospitality services
(Performing hotel business activities by considering the Islamic religion).</td><td rowspan="2">Value Propositions
Religious-sensitive holiday experience
(Halal food,
Muslim-friendly holiday environment,
Separate entertainment facilities.)</td><td>Customer Relations
Reliability (presentation of certificates),
Providing an atmosphere that will not disturb hotel customers.</td><td rowspan="2">Customer Segments
Muslim travellers,
Non-Muslim travellers who desire to experience Muslim-friendly holidays,
Families,
Religious-sensitive business travellers staying in Muslim-friendly city hotels,
Travelers who prefer to stay in family-friendly hotels due to security concerns.</td></tr>
<tr><td>Key Resources
Human resources capable of providing services under the concept,
Muslim-friendly financial resources.</td><td>Channels
Social media,
Web,
Travel agencies and tour operators.
Radio, TV, Print Media</td></tr>
<tr><td colspan="3">Cost Structure
Fixed Cost: Start-up costs (Additional cost for gender-based separate facilities)
Variable Costs: Salaries, the cost of halal-certified products.</td><td colspan="2">Revenue Streams
Revenues from sales of Muslim-friendly accommodation, catering, activities, and recreational facilities</td></tr>
</table>

Source: The table was obtained by compiling the relevant literature and re-adapting the BMC which is prepared by Osterwalder and Pigneur (2010), and then is adopted by Abd Aziz and Ramli (2017) aiming to integrate the halal concept into the business model development process.

2009, p. 1). In 2022, 12% of all international arrivals (110 million visitors) were international Muslim visitors (Mastercard-CrescentRating, 2023). The following questions should be considered for MFHs to be successful: “How will the hotel be positioned in the market?”, “Will existing brands be damaged?”, “Can non-Muslim guests be comfortable in this concept as in traditional hotels?”, “Would they like to stay in hotels with this concept?” and “Do existing hotels take the risk of converting to this concept?” (Razalli et al., 2012, p. 94). As reflected in the research by Kılıç (2020) and Kılıç et al. (2021) outstanding factors in the success of MFHE are the compatibility of the entrepreneur's lifestyle with the concept and the location of the hotel. In the mentioned study, factors that contribute to the success of MFHE were examined under three sections which are the entrepreneur’s characteristics, the facilities’ features, and business activities. Entrepreneur-related success factors are the entrepreneur's honesty, resolution, belief in her/his work, and endurance. Hotel recognition, peacefulness and family-friendliness of the environment, cleanliness, location, largeness of the premises (especially for gender-based facilities), pool and sea are facility-related success factors. The most emphasized success factors related to business activities are the staff, guest satisfaction, and service quality. Other factors can be listed as food and beverage, price-benefit balance, discipline, promoting honestly, and the development of hotel services in line with autocriticism or requests from guests (Kılıç, 2020; Kılıç et al., 2021). Nine basic themes on MFHs' service quality are revealed as hotel, personnel, food, rooms, location, pool, facilities, cleaning, and wi-fi (Arasli et al., 2023). In particular, the quality of halal products has an enormous role in the loyalty of hotel guests (Jung et al., 2022). To be able to offer Muslim-friendly products and foods to customers, suppliers and certification bodies should be cost-effective and reliable. This ensures an initiative to be more successful (Kılıç, 2020; Kılıç et al., 2021). Salaheldeen et al. (2021) proposed the "Halal Entrepreneurship Success" scale that includes four dimensions which are "Islamic success", "economic success", "social success" and lastly, "environmental success". As can be understood from these revealed dimensions, businesses have responsibilities toward consumers, the physical environment, and society (Akat, 2009, p. 29). In this context, corporate social responsibility strategies (related to Islamic values) and charity donations are implemented in MFHs (Stephenson, 2014, p. 157).

The success model created for MFHE is presented in Figure 2. According to this model, entrepreneurship opportunities are perceived and evaluated in line with the stimulation provided by the MFHE ecosystem (Bruns et al., 2017). The elements stated in the ecosystem model proposed by Isenberg (2011) were implemented. According to the model, the entrepreneur, who is stimulated by the existence of the appropriate ecosystem, profitability, capital, and personality/value congruence realizes the investment after evaluation (Battour et al., 2022; Gursoy et al., 2017; Nor et al., 2017; Rozita Tahir et al., 2016; Soltanian et al., 2016). The MFHE ecosystem is an element that supports the business activities to be implemented in accordance with the concept. Similarly, harmony among the concept, its values, and the personality of the entrepreneur can contribute to the success of the

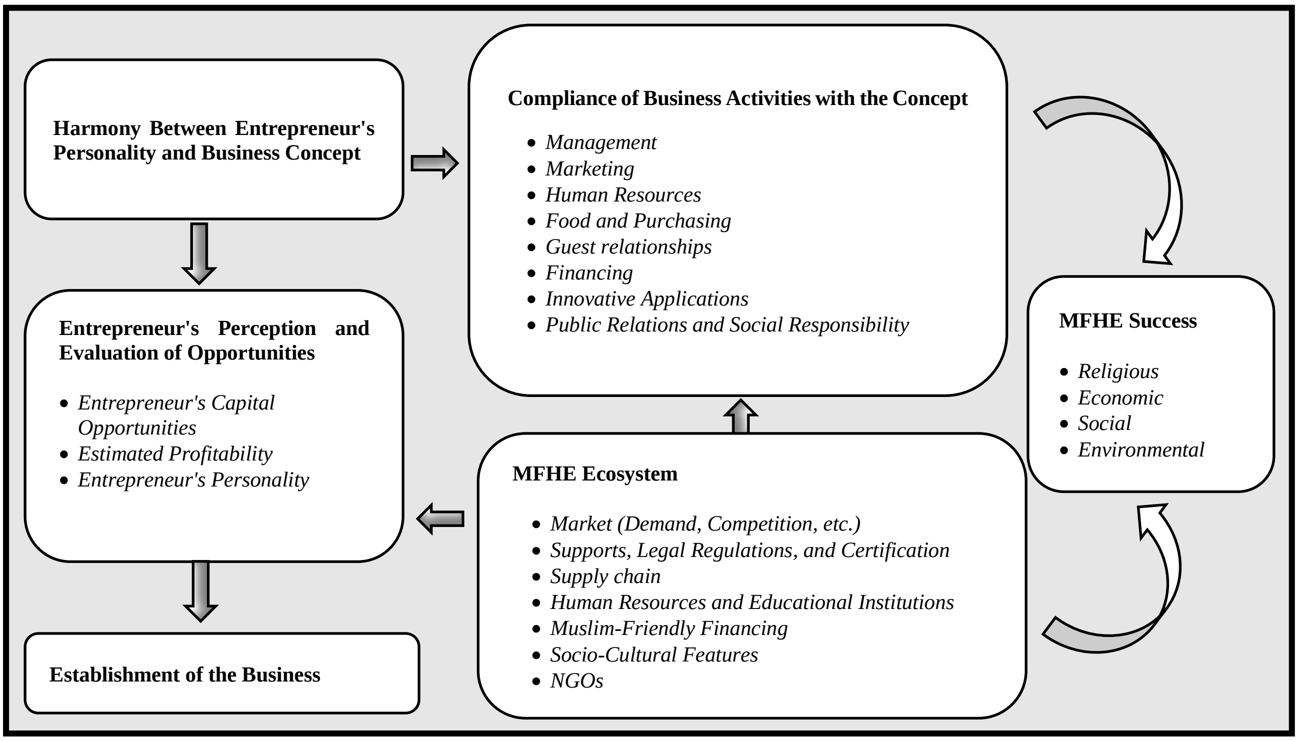

Figure 2. Success Model of Muslim-Friendly Hotel Entrepreneurship

Source: Prepared by the author by compiling the relevant literature

MFHE as it can help the correct execution of the business activities (Kılıç et al., 2019; Farmaki et al., 2020; Kılıç, 2020; Kılıç et al., 2021). Lastly, as revealed by Salaheldeen et al. (2021), ultimate success is evaluated under the dimensions of religious, economic, social, and environmental success.

4.2. Challenges of Muslim-Friendly Hotel Entrepreneurship

MFH is not a well-known concept by hoteliers (Razalli, 2020, p. 97). A lack of awareness of MFHs may lead to several problems in hotel management and the service delivery process (Hall et al., 2020, p. 8). Based on the literature, several drawbacks and problems can be stated.

Muslim-friendly enterprises can be initiated with religious concerns as well as commercial profits. However, profitability expectation is one of the reasons why a hotel business later changes its concept to a Muslim-friendly one (Doğan, 2011, p. 483). Due to the increase in the number of Muslim tourists traveling, hotel concepts can be changed to MFH. However, certification is quite seldom, possibly due to the lack of relevant authorities in this field (Boğan, 2020). MFHs usually do not have any certification for the kitchen. Instead, they pay attention to the supply of halal food (Yıldırım & Özbay, 2019, p. 341). Potential investors and entrepreneurs of MFT are hesitant to invest in this sector due to the lack of legislation and regulation (Tekin et al., 2019, p. 67-83).

The difficulties faced by MHT, such as xenophobia and anti-Islamism, are also prevalent in MFHE (Abbasian, 2021). The sale of alcohol, which is considered a considerable income item in many hotels, is not allowed in MFHs (Razalli, 2020, p. 103). Some businesses try to fill this gap by offering services such as banquets. However, this situation is not considered advantageous in terms of profit, especially for international chain hotels (COMCEC Coordination Office, 2018, p. 48). Some non-Muslims have a negative perception of Islamic countries. This negative perception is about extremism in punishment and violation of women's rights. Hence, it is considered challenging to expand into the wider market (Yusof & Muhammad, 2013, p. 1144). Considering other studies (Kılıç et al., 2019; Kılıç, 2020; Kılıç, 2021; Kılıç et al., 2021) prepared within this framework, it is thought that addressing some of the current foremost debates can provide elaborated apprehension on the subject: Discussion and criticism of the concept by individuals with different ideology are one of the paramount issues encountered by hoteliers. Such criticisms sometimes appeared in the press and resulted in a negative image. Furthermore, certain claims highlight the ethical debates related to the concept, creating a negative perception. For instance, the inability to offer products complied with halal standards sufficiently and the operation of the concept is often left to the conscience of the hoteliers. Therefore, it is understood that legal regulations are necessary so that the implementation of the concept is not left only to the conscience of the hoteliers. However, the question of "Can a similar legal regulation be made for each hotel concept?" is one of the controversial topics. In terms of entrepreneurial motivation in MFHs, two main intentions that have emerged are profitability-focused and spirituality-focused. For example, transforming the concept according to the sector's demand (at one time targeting the European market, while at the other time serving tourists demanding Muslim-friendly services) may cause some lack in service areas such as inadequately suited indoor pools. In this sense, the concept is sometimes abused in the sector for the mere purpose of making a profit. Thus, this may leave other hoteliers in a detrimental situation in terms of the reliability and image of the concept. Considering the relevant literature, it can be argued that "MFH entrepreneurship" and "entrepreneurship in MFH" are two different concepts. It is understood that, in the previous, all entrepreneurial activities must comply with religious rules from the beginning (intention), while the latter possesses a "marketing purpose" (Kılıç et al., 2019; Kılıç, 2020; Kılıç, 2021; Kılıç et al., 2021). To provide a more detailed view, MFHE can be associated with concepts such as halalpreneurship or Islamic entrepreneurship. Considering this aspect, it can be considered as a concept that considers the entrepreneur's lifestyle, the entrepreneurial ecosystem, and Islamic values with greater emphasis (Abdullah & Azam, 2020). Entrepreneurship in MFHs, in contrast, predominantly implies an entrepreneurship-oriented approach. In other words, it can be described as an application of entrepreneurial technical knowledge within MFHs. For instance, the term "innovative marketing opportunity" can be exemplified (Battour et al., 2022).

5. Conclusion and recommendations

In the current study, MFHE was analyzed under a comprehensive and holistic framework based on the relevant literature. While there are many studies in areas such as MFT, Muslim entrepreneurship, Islamic entrepreneurship, and halal entrepreneurship in the related literature, the number of studies on the theoretical and practical analysis of MFHE is quite limited. Therefore, the current research can contribute and fill the gap in the literature. No matter how conceptually it is idealized and standardized, the application of the concept shows a heterogeneous structure according to the city, hotel type, and personality of the entrepreneur or manager. Hoteliers emphasize the influence of chain hotels in this concept for both branding and standardization (Kılıç, 2020; Kılıç et al., 2021).

The study's results have identified BMC and MFHE Success Model with an elaborative literature review. The examined models extend the current understanding of the MFHE. Based on the designed conceptual model, the importance of congruence and ecosystem concepts is revealed. With the models obtained, it can be stated that the difference between MFHE and entrepreneurship in MFHs stems from the difference between the spiritual and operational dimensions of the business. To develop the concept, different types of capital and MFHE success can be examined comparatively by examining case studies in future studies. It is thought that the study can contribute to the relevant literature in terms of examining an understudied topic. Testing the conceptual model of MFHE with future empirical studies can provide validation. It is also thought that examining MFHE in cooperation with different disciplines or considering explanatory theories may provide more information on the subject.

Companies can be suggested to unite to create global brands in MFT. This is referred to as the transition to MTM 2.0 (Muslim Travel Market 2.0.) (Mastercard-CrescentRating, 2019a, p. 15). In this case, it may be useful to perform cost-benefit analyzes related to the merger of competing firms. New startups focusing on the Muslim travel market need to grow significantly to compete and become global brands. For this reason, it is thought that companies may prefer merging or acquiring a place in the Muslim-friendly travel market (Mastercard-CrescentRating, 2019b, p. 14). Potential entrepreneurs in non-Islamic destinations should consider tourists' religious needs which are halal food, water-friendly toilets, and prayer facilities (Jia & Chaozhi, 2020).

Further control of the operations in the industry, arranging training programs for MFHEs, and supporting potential investors may be beneficial. In the relevant training programs, it may be useful to determine the objectives and content according to the needs of the sector, give accreditation to the institutions that will provide training, and update the training contents in line with the opinions of the sector officials. Besides, for further thought, it may be beneficial to examine the subject in terms of the entrepreneur's personality and morality.

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INFO PAGE

A conceptual model for Muslim-friendly hotel entrepreneurship

Abstract

Muslim-friendly tourism is one of the prominent topics in academic studies due to its potential returns and estimated market volume in recent years. Within this tourism type, customizing tourism products and services currently offered in the sector, rendering innovative tourism products and services needed by the customer segment, and profiting from the sale of these products and services are critical issues that need to be underlined. Although many studies have been carried out on Muslim-friendly hotels which are the essential dimensions of Muslim-friendly tourism, it is known that the studies investigating Muslim-friendly hotels in terms of entrepreneurship are limited in number, content, and scope. Therefore, it is aimed to carry out a conceptual analysis of Muslim-friendly hotel entrepreneurship and examine it under the main headings of the entrepreneurship field. Through the in-depth literature analysis, this study provided insights into the Muslim-friendly hotel entrepreneurship model. The Business Model Canvas, the success model, and the challenges of Muslim-friendly hotel entrepreneurship were produced. In addition to the importance of spiritual harmony between the entrepreneur and business concept, a supportive ecosystem was emphasized based on the designed conceptual model. The article was concluded with the implications for future research.

Keywords: *Muslim-friendly tourism, Muslim-friendly hotel, Entrepreneurship, Conceptual model*

Authors

Full Name	Author contribution roles	Contribution rate
Sultan Nazmiye KILIÇ:	*Conceptualism, Methodology, Investigation, Data Curation, Writing - Original Draft, Writing - Review & Editing*	*100%*

Author statement: *Author(s) declare(s) that All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards.* ***Declaration of Conflicting Interests:*** *The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article*

This paper does not required ethics committee report

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Are they really overqualification? Evaluation of perceived overqualification by the employees

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ABSTRACT

This study aimed to examine the self-perception of hotel industry employees regarding their overqualification, the factors that contribute to overqualification, and the attitudes and behaviors of managers and colleagues towards overqualified employees. To achieve the research objective, a qualitative research approach was used, involving interviews with personnel to collect data. During the interviews, employees were asked four main questions. Thematic analysis was used to examine the participants' responses to the inquiries. Eight distinct themes were identified based on the examination of responses to the multiple-choice questions. The analysis revealed that a significant portion of employees felt they were overqualified for their roles. The perception of employees as overqualified is primarily influenced by factors such as education, experience, and foreign language proficiency. As per employees, this attribute distinguishes them from their peers. Moreover, a substantial portion of the workforce often perceives individuals to have excessive qualifications, as observed by their supervisors and peers. In conclusion, most participants, except for one, demonstrated a clear preference for overqualification. Employees engage in activities to enhance their qualifications in their pursuit of overqualification. These activities involve enhancing their education, enrolling in vocational training programs, obtaining work-related certifications, attending seminars, and improving their foreign language proficiency. In a broader context, there is a concept of improving employee overqualification by promoting higher education and foreign language proficiency.

Keywords:
Perceived overqualification,
Employees,
Tourism,
Hotel businesses,
Behavior,

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1. Introduction

Businesses require different job requirements in the course of the employment process. These requirements are usually required to carry out the work independently of the employees. There is only one passion for this desire. This desire is to answer to the job in question and to the customer's satisfaction. As a result, businesses focus solely on business requirements and set these requirements solely to perform the business. However, there is one aspect that has been neglected. Employee qualifications remain on the back burner. Employees are now able to improve their qualifications. Increased education, technology development and easy access to courses and training allow employees to increase their abilities. In addition to these positive developments, employees are obliged to accept any job due to not being unemployed (Thompson et al., 2013). Consequently, the qualifications of employees go beyond the requirements of the position. This is regarded as overqualification in the literature (Khan & Morrow, 1991). Employees perceive overqualification when they see inconsistencies between their abilities and the requirements of their job (Fine & Nevo, 2008).

Perceived overqualification prevents employees from working and staying in the business once they are hired (Erdoğan et al., 2018). Perceived overqualification leads to inadequate employment and unemployment (Demir et al., 2022). Because perceived overqualification causes negative emotions and behavior on the part of employees (Harari et al., 2017). Perceived overqualification reduces employee cooperation (Sierra, 2011) and creates counterproductive behavior among employees. (Fine & Edward, 2017; Luksyte et al., 2011). The main reason for counterproductive behavior is that perceived overqualification leads to anger and unhappiness among individuals (Liu et al., 2023). Perceived overqualification

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Research Paper

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also has a negative effect on employee life satisfaction (Gkorezis et al., 2019)

In addition, perceived overqualification results in a decline in employee job satisfaction (El-Sawalhy et al., 2022; Johnson et al., 2002; Lobene & Meade, 2013; Maynard et al., 2006; Verhaest & Omey, 2006). Perceived overqualification also results in lower employee performance (Akbıyık, 2016; Aydoğan & Olgunçelik, 2022; Onat & Eren, 2020). On the other hand, Khassawneh et al. (2023) draws attention to the fact that perceived overqualification has a more negative impact on job satisfaction in a situation where managers are jealous. Again, according to the results of the same study, perceived overqualification has a positive impact on turnover. Cyberloafing (Cheng et al., 2020) and the social loafing behavior of employees who consider themselves overqualification is increasing (Gizlier & Yıldız, 2021). Furthermore, the perceived overqualification of employees also causes the withholding of information (Shafique et al., 2022; Yeşiltaş et al., 2023). Perceived overqualification undermines the organization's citizenship behavior (Erdoğan et al., 2018). Empowering employees in the company reduces the negative effects of perceived overqualification on job satisfaction, intention to stay and thoughts of leaving work (Erdoğan & Bauer, 2009). More importantly, the perceived overqualification causes turnover (Harari et al., 2017; Yıldız et al., 2017).

The perception of overqualification has no permanent negative impact on employees. Research in the literature indicates that perceived overqualification has several positive effects. Perceived overqualification increases the positive impact of employee job crafting on personal achievement and development. (Han & Hwang, 2021). Zhang et al. (2016) state that perceived over-qualification enhances proactive employee behavior. Lin et al. (2017) mention that over-qualified employees are highly creative. Demir et al. (2022) indicate that perceived overqualification positively impacts job crafting, job performance, and proactive employee behaviors. It is also said that overqualified employees may have higher performance. (Fine, 2007; Holtom et al., 2002).

The subject of perceived overqualification due to positive and negative effects continues to be investigated in different fields. One of these areas is the tourism area. In tourism, some individuals have bachelor's and college degrees from other departments. Some of these individuals also continue their postgraduate education. Some of these individuals work primarily in hotel businesses. In addition to these individuals who are educated and have a certain level of qualification, individuals who have yet to receive tourism education and low-quality work in hotel businesses. In this case, qualified and unqualified individuals are in the same working environment. A qualified individual working in such a working environment may perceive themself as overqualification (Akbıyık, 2016). As a result of perceived overqualification, the employee may have positive and negative behaviors. Different points have been mentioned in the research on perceived overqualification in tourism. In these studies, the perceived overqualification of hotel employees is proactive behavior and job crafting (Demir et al., 2022), personality traits (Karaman & Çetinkaya, 2019), information hiding (Shafique et al., 2022; Yeşiltaş et al., 2023), performance (Akbıyık, 2016; Onat & Eren, 2020), job satisfaction (El-Sawalhy et al., 2022), work and leisure activities (Han & Hwang, 2021). It is seen that the research has increased after 2016.

However, in these studies, no study explains why employees consider themselves overqualification after being hired and whether managers' and colleagues' approach overqualification employees. Finding out the reasons for employees' perceptions of overqualification other than education and experience may expand the scope of the use of the concept of overqualification. In addition, learning the perception of the overqualification of employees and the perception of managers and coworkers with the employees' thoughts may be beneficial in determining the consistency of perceptions and their reasons. Finally, it is not known whether the employees make efforts to be overqualification. It is not a correct understanding to perceive that every employee is overqualification. In this context, this research aims to reveal whether hotel business employees see themselves as overqualification, the reasons for overqualification, and the approach of managers and colleagues to employees about overqualification. A literature review was conducted as part of the research, and the design structure related to the subject was presented. Afterward, face-to-face interviews were carried out with employees working in hotel companies. The data obtained were analyzed using content analysis. Following the research, employee opinions about perceived overqualification were determined.

2. Perceived Overqualification

Overqualification is conceptually first mentioned in a book by Freeman (1976) (Khan & Morrow, 1991). Since then, overqualification has been investigated in various ways (Erdoğan & Bauer, 2009). Perceived overqualification is the belief that the employee's ability, education, and experience level are superior to the employee's job (Erdoğan et al., 2011). In perceived overqualification, the experience period of the employees and their technical knowledge is also influential factors (Maynard & Parfyonova, 2013). In particular, the employee realizes that their work experience and knowledge are too much for the job after starting the job (Liu & Wang, 2012). Overqualification is evaluated in two different ways objective and subjective (Luksyte et al., 2011).

Objective overqualification is the ability and education level of the employee to be in a superior position to the job qualifications (Fine, 2007). Objective overqualification is usually measured by education level. Education is the main criterion in the measurement of objective overqualification. Employees with above-average education in the working environment may see themselves as overqualified (Hung, 2008). In the measurement of objective overqualification, job analysis requirements are used (Akbıyık, 2016).

Subjective overqualification is the employee's belief and perception that their abilities go beyond work (Maltarich et al., 2011). Employees assess their professional qualifications and competence at the same time. Following this evaluation, subjective perception of over-qualification develops (Erdoğan et al., 2011). However, this evaluation of the employee can sometimes be disconnected. Sometimes employees may not see themselves as superior (Maynard et al., 2015). The subjective measure of over-qualification takes place in the recruitment and post-employment phases. Overqualification at the recruiting stage is defined as a predictable situation. This overqualification is determined by the individual applying or by the hiring manager. If it is excessive after employment, overqualification is determined based on the thoughts of the employee, manager and co-workers (Akbıyık, 2016).

The perceived over-qualification is also a rupture between the employee and the position (Maynard et al., 2006). This incompatibility is based on a comparison between employment and their qualifications. (Liu et al., 2015). This situation, defined as a person-job mismatch, is explained by the person-job fit theory. According to the person-job fit theory, the employees' qualifications and the job requirements should be equivalent (Brkich et al., 2002). The demand-ability fit is one dimension of the person-job fit theory (Edwards, 1996). Demand-ability is the narrowness of the employee's knowledge and abilities and the job requirements (Kristof, 1996). In such harmony, employees will carry out their work in a more disinterested way (Vogel & Feldman, 2009). Employees felt overqualified in case of inconsistency (Maynard & Parfyonova, 2013).

When an employee who considers themself overqualification starts a job below their qualifications, experiences deprivation (Wu et al., 2022). This is because the employees cannot actively and adequately use their characteristics that enable them to be overqualified (Khan et al., 2023). More limited features do their jobs. This situation leads to the idea that the characteristics of the employees, which they consider as important gains, are meaningless and that they are making efforts in vain. In other words, employees are in relative deprivation (Schreurs et al., 2021). Employees experiencing relative deprivation are exposed to negative thoughts and experience stress intensely. At the end of this process, employees may find themselves in an exhausted state of mind (Khassawneh et al., 2023). Conceptually, this state is explained as ego depletion. Ego depletion is a state in which the ego level, voluntary behaviors and resources of the employees decrease (Xia et al., 2020). Within the scope of overqualification, both relative deprivation and ego depletion have negative effects on employees. For example, Yeşiltaş et al. (2023) explain that perceived overqualification leads to relative deprivation, which in turn causes employees to withhold information. This relationship is higher when employees experience ego depletion. As such, the negative behaviors of employees who are not compensated for overqualification increase. For example, employees' innovative behaviors (Fan et al., 2023), job satisfaction (El-Sawalhy et al., 2022) and organizational citizenship behaviors decrease (Erdoğan et al., 2018).

3. Method

This research aims to reveal whether hotel business employees see themselves as overqualification, the reasons for overqualification, and the approach of managers and colleagues to employees about overqualification. The qualitative research method was adopted within the scope of the purpose of the study. Qualitative research allows evaluating of the analyzed events from a holistic perspective (Yıldırım & Şimşek, 2016). An interview technique was used to obtain the data. With the interview technique, detailed information can be obtained on a subject. Thus, individuals' thoughts on the subject are learned (Lune & Berg, 2017). A semi-structured interview form was prepared within the scope of the interview technique. There are four questions in the interview form. The authors determined the interview questions as a result of the literature review by the purpose of the study. After determining the questions, Demir et al. (2022), who researched overqualification, were consulted. In line with the suggestions, the interview form was finalized, and interviews were conducted. The interview questions are as follows:

1. When you evaluate yourself, do you consider yourself overqualification for your job?

   - *If yes, what factors cause you to evaluate yourself as overqualification?*

   - *If no, why don't you consider yourself overqualification?*

2. Have you heard words from your managers that you are overqualification in the businesses you work for?

   - *If yes, can you give examples of these words?*

   - *If no, why could such words not have been said?*

3. Have you heard words from your colleagues that you are overqualification in the businesses you work for?

   - *If yes, can you give examples of these words?*

   - *If no, why could such words not have been said?*

4. Do you try to be an overqualification employee in your job?

   - *If yes, what are you doing to increase your quality?*

- If no, why don't you do something to increase your quality?

Interviews were carried out with 17 employees. When similar responses begin to be expressed in the interviews, and the data obtained reaches a satisfactory level, there is no need to increase the number of participants (Miles & Huberman, 1994). Creswell (2013) emphasizes that between 5 and 25 interview participants can be considered sufficient. Marshall (1996), on the other hand, explains that the number of participants is sufficient at the level where the responses become saturated and begin to repeat. In line with these views, interviews were completed with 17 participants, and data were obtained.

Thematic analysis was used in the responses to the questions. Thematic analysis requires researchers to review the literature and comprehensively obtain information for different codes. The study developed themes and codes using Braun and Clarke (2006) and Gavin (2008). Interview data were analyzed systematically. The analysis process consists of grasping the data, assigning preliminary themes and codes to express the content obtained from the data, searching for preliminary themes and codes frequently mentioned in the content, checking preliminary themes and codes, naming themes and codes, and reporting the analysis (Braun & Clarke, 2006).

Table 1 shows information about the participants. Interviews were conducted from February 13 to February 20, 2023; before completing the interviews, ethics committee approval was obtained from the Scientific Research and Publication Ethics Committee of Isparta University of Applied Sciences with the decision dated 13.02.2023 and numbered 02. Before the interviews, participants were informed of the purpose of the research. The interviews were taped with the participants' acquaintances. Interviews averaged between 15 and 20 minutes. To keep confidential the identity information of participants who contributed to the study, participants were randomly numbered P1-P2-P3....P17. Notes and records from the interviews were double-checked and recorded before the analysis. Content analysis was used in the written interview notes. As a result, themes and codes were created.

Demographic characteristics of 17 participants are shown in Table 1. 10 of the participants are female, age ranges are 22-49, 8 of them are undergraduate graduates. The working experience of the participants varies between 1-19 years. Participants appear to vary in terms of gender, age, education and work experience.

4. Findings

In the interviews, the participants were asked, "When you evaluate yourself, do you consider yourself overqualification for your job?" Participants who answered yes were asked the question, "What factors cause you to evaluate yourself as overqualification?’’ At the end of the analysis, the theme of " Reasons of Perceived Overqualification" was determined. The participants who answered no were asked the question, "Why don't you consider yourself overqualification?’’ At the end of the analysis, the theme of "Reasons for Not Perceiving Overqualification" was determined.

Table 1. Demographic characteristics of participants

Participants	Gender	Age	Education	Working Experience
P1	Female	27	Undergraduate	3 years
P2	Female	28	Undergraduate	6 years
P3	Female	26	Master's Degree	5 years
P4	Female	25	Master's Degree	4 years
P5	Female	25	Master's Degree	1 years
P6	Male	29	High School	6 years
P7	Male	28	Doctorate	2 years
P8	Male	38	Undergraduate	13 years
P9	Male	31	Undergraduate	6 years
P10	Male	25	Undergraduate	5 years
P11	Female	27	Master's Degree	6 years
P12	Male	22	Associate Degree	2 years
P13	Female	29	Undergraduate	5 years
P14	Female	25	Associate Degree	2 years
P15	Female	25	Undergraduate	6 years
P16	Male	49	High School	19 years
P17	Female	26	Undergraduate	2 years

Source: Elaborated by Authors

Fourteen participants answered yes to the question, “When you evaluate yourself, do you consider yourself overqualification for your job?" Only three participants answered no, stating they did not see themselves as overqualified. Table 2 shows the responses.

Table 2. Perceived overqualification of the employees

When you evaluate yourself, do you consider yourself overqualification for your job?	
Answers	Participants
Yes	P1, P2, P3, P5, P6, P7, P8, P9, P10, P11, P13, P14, P15, P16
No	P4, P12, P17

Source: Elaborated by Authors

Participants' opinions on the theme *"Reasons of Perceived Overqualification"* are as follows:
‘’I carry out my duties extremely well.’’ (P1)
‘’My ability to persuade is at a high level relative to others, my greatest characteristic which sets me apart from others.’’ (P2)
‘’I have a certificate in international language. I have certificates.’’ (P3)
‘’I think my tourism education is high quality and I can stand out from the sarcastic employees in my place of work.’’ (P5)
‘’I got enough experience to work.’’ (P6)
‘’Because when I consider my education, foreign language knowledge, computer skills, and previous work experiences, I am above and beyond the qualifications required by the position I am currently working in.’’ (P7)
‘’I am knowledgeable and experienced in business.’’ (P8)
Education, experience, and knowledge of foreign languages are often emphasized as why participants consider themselves overqualifications. Participants believe that having tourism training is an advantage over those not involved in tourism. At the same time, knowledge of foreign languages, developed with tourist education and individual effort, is also effective in perceiving overqualification. Because knowing a foreign language permits a more frequent dialogue with customers of hotel companies. In addition, it offers employees career opportunities in the most important departments of the hotel business. That is why employees consider it a privilege to know foreign languages. Beyond education and knowledge of foreign languages, experience is another reason for overqualifications. Employees who have been in the industry for a long time and have different experiences consider overqualification. They think their experience is a privilege and a reason to work in the industry for a long time and be accepted by companies. There are also reasons for occupational certificates and knowledge for employees to rate themselves overqualification. Indeed, these reasons stem from employee education and experience. The ability to persuade and the perfect execution of work are the employees’ differences. These differences create a perception of overqualification because every employee may need the ability to persuade or not to try to do the job completely.

Table 3. Reasons for perceived overqualification

Codes	Theme
Education Experience Foreign Language Skills Persuasion Skill Doing The Job Perfectly Business İnformation Having Certificates	Reasons for Perceived Overqualification

Source: Elaborated by Authors

Participants' views on the theme of *"Reasons for Not Perceiving* Overqualification*"* are stated as follows:

“I think that I need to improve myself both theoretically and practically. In particular, I think that I need to develop my professional experience more.” (P4)

“I think I am young so I have little experience. I did not study tourism, so I consider myself inadequate. I know professional English; I need to improve my foreign language.” (P12)

“At the beginning, I think my foreign language is very inadequate. In this period, a single foreign language is no longer enough. Afterward, I worked in different departments in the hotel industry both during my internship and throughout my working life. I can say that the disadvantage of this was that I could not specialize myself in a department.” (P17)

Among the reasons why the participants do not perceive themselves as overqualification., the lack of foreign language knowledge, experience, and education is at the forefront. These results are consistent with why the participants perceive themselves as overqualification. In both cases, foreign language, education, and experience are common in the perception of overqualification. When employees see themselves as deficient in these matters, they may experience a loss of motivation and self-confidence. They position themselves in the background. Therefore, they think that they are not overqualification. Lack of specialization is also seen as an obstacle to overqualification. Since employees work in different departments in hotel businesses, gaining expertise in a field takes time. Employees with little knowledge in each department cannot gain expertise in a department. This is an obstacle to overqualification.

Table 4. Reasons for not perceiving overqualification

Codes	Theme
Foreign Language Deficiency Lack Of Experience Lack Of Education Failing To Specialize	Reasons for Not Perceiving Overqualification

Source: Elaborated by Authors

During the interviews, the participants were asked the second question, *"Have you heard words from your managers that you are overqualification in the businesses you work for?"* Participants who answered yes were asked the question *"Can you give examples of these words?"* At the end of the analysis, the theme of *''Reasons for Managers to Perceive Employees as Overqualification"* was determined. The participants who answered no were asked the question *"Why could such words not have been said?"* At the end of the analysis, the theme of "*Reasons Why Managers Don't Perceive Employees as Overqualification"* was determined.

Twelve participants answered yes to the question "*Have you heard words from your managers that you are overqualification in the businesses you work for?*" Five participants gave no answer. Among these five participants, there are also P4-P17 participants who do not see themselves as overqualification. These participants both did not see themselves as overqualification and stated that they did not receive a word from their managers that they were overqualification.

Table 5. Managers to perceive employees as overqualification

Have you heard words from your managers that you are overqualification in the businesses you work for?	
Answers	Participants
Yes	P1, P2, P3, P6, P7, P8, P9, P11, P12, P14, P15, P16
No	P4, P5, P10, P13, P17

Source: Elaborated by Authors

Participants' views on the theme of *"Reasons for Managers to Perceive Employees as Overqualification "* are stated as follows:

''They say I'm good at taking care of people. I heard briefly that I'm very knowledgeable in business.'' (P8)

''For example, when a trainee was recruited into the department, I was told that my knowledge and experience were good, and I was asked to train them.'' (P9)

''My customer relations are seen as good.'' (P11)

''You are much better. You learn fast.'' (P12)

''You can do this even though you have no experience. You know, it's like you were trained on this job.'' (P14)

''There was a dinner for 3,000 people, and I realized that in 3 hours ensuring customer satisfaction. And our executive director congratulated me across from my other friends with words like that: you do your work with love and good will; you see the benefit of being organized and organized.'' (P16)

Most participants claimed to have heard the words "overqualification" from managers. However, the reasons why managers feel employees are overqualification vary. When we look at the participants' responses, we see that managers value the criteria to do business. Managers attach more importance to their employees' professional skills. And they see employees with those skills as overqualification. Moreover, for managers, educating employees is not a condition of overqualification.

Table 6. Reasons for managers to perceive employees as overqualification

Codes	**Theme**
Employee meticulousness Employee communication skills Employee potential Employee personnel management skills Employee job skill Employee experience Employee foreign language skills Employee job information	Reasons for Managers to Perceive Employees as Overqualification

Source: Elaborated by Authors

Participants' views on the theme of *" Reasons Why Managers Don't Perceive Employees as Overqualification"* are stated as follows:

''They can be jealous of my studies because they generally have directors of regimental groups and consider themselves superiors.'' (P4)

''Maybe it's because the institution I work for is not an institution, a hotel chain.'' (P5)

''My managers are self-serving.'' (P10)

''They have nothing to be congratulated for. They could be from the regiment.'' (P13)

''They may fear the employee will be spoiled when words of jealousy, ego, self-worth, and praise are uttered.'' (P17)

Employees who do not hear from their managers that they are overqualification, base this situation on remarkable reasons. These employees evaluate managers as jealous and state that managers see themselves as superior. In fact, employees evaluate themselves as overqualification, but they think that managers do not have this evaluation for the reasons stated.

Table 7. Reasons why managers don't perceive employees as overqualification

Codes	**Theme**
Managers see themselves as superior Managers are jealous The managers are not from the tourism sector. Non-corporate business	Reasons Why Managers Don't Perceive Employees as Overqualification

Source: Elaborated by Authors

In the interviews, the third question was, *"Have you heard words from your colleagues that you are overqualification in the businesses you work for?"* Participants who answered yes were asked, "*Can you give examples of these words?"* The participants who answered no were asked, *"Why could such words not have been said?''* at the end of the analysis, the theme of *"Reasons for Colleagues to Perceive Employees as Overqualification"* was determined. The theme of *"Reasons Why Colleagues Don't Perceive Employees as Overqualification"* was determined at the end of the analysis.

Twelve participants answered yes to the question, "*Have you heard words from your colleagues that you are overqualification in the businesses you work for?''* Five participants did not answer. It is noteworthy that P4-P12-P17 participants, who do not see themselves as overqualification, are perceived as overqualification by their colleagues.

Table 8. Colleagues to perceive employees as overqualification

Have you heard words from your colleagues that you are overqualification in the businesses you work for?	
Answers	Participants
Yes	P3, P4, P6, P7, P8, P10, P12, P13, P14, P15, P16, P17
No	P1-P2-P5-P9-P11

Source: Elaborated by Authors

Participants' views on the theme of *" Reasons for Colleagues to Perceive Employees as Overqualification"* are stated as follows:

"I hear from my friends that I am good at crisis management and that I can be a good manager in the future." (P3)

"I get compliments on the fact that I can work in better positions than my current position due to my good education." (P4)

"When there is a problem, it is said that I speak quickly and solution-oriented." (P6)

"Due to the equipment, I have professionally and in terms of education, in the face of my current position, by my colleagues, what are you doing here? Try your luck in this business; this place will not add anything to you; you can't improve yourself; I'm sorry for your effort." (P7)

''I had a friend who said, "I can't be as selfless as you. I had friends who said that I can't work as much as you; you do the job by owning it." (P16)

"You have studied this business since high school; why are you still not in a managerial position? You have grasped the system very quickly; it is obvious that you have received training for this job." (P17)

The majority of the participants state that they have heard the words of their coworkers that they are overqualification. For co-workers, employee training is one of the main reasons for overqualification. In addition, when the answers of the participants are examined, their colleagues also care about the skills related to the process of doing business. This is especially important for colleagues working in the same department. Because the higher the job skills of an employee, the more successful the work in the department will be and the workload of other employees will be lighter. For this reason, colleagues give importance to employees' work-related skills.

Table 9. Reasons for colleagues to perceive employees as overqualification

Codes	Theme
Employee Crisis Management Skill Employee Education Level Employee communication skills Employee Business Skills Employee meticulousness Employee's business enthusiasm	Reasons for Colleagues to Perceive Employees as Overqualification

Source: Elaborated by Authors

Participants' views on the theme of *"Reasons Why Colleagues Don't Perceive Employees as Overqualification"* are stated as follows:

''We are not sincere because there is a constant change in staff.'' (P1)

''Maybe it's because I'm being insincere with everyone at work.'' (P2)

''It may not even occur to me because of the hard work of praising one another in the workplace.'' (P5)

''The reason is that it's a competitive environment.'' (P9)

''They are the people who view themselves as superior, and jealous.'' (P11)

Employees who have yet to hear from their colleagues that they are overqualification base this situation on both the work environment and the personal characteristics of their colleagues. For example, they evaluate their co-workers as jealous or express that they are not sincere with their co-workers. In the working environment, busy work and rapid change of colleagues are other reasons. Particularly during the busy season, the sharing of things by the employees decreases. And with hotel businesses' high employee turnover rate, sincerity needs to develop among colleagues.

Table 10. Reasons why colleagues don't perceive employees as overqualification

Codes	Theme
Change of colleagues Not being sincere with colleagues Workload Competitive environment Jealousy	Reasons Why Colleagues Don't Perceive Employees as Overqualification

Source: Elaborated by Authors

Finally, the participants were asked the question, *''Do you try to be an overqualification employee in your job?''* Yes, the answer to the participants who answered the question, *''What are you doing to increase your quality?''* At the end of the analysis, the theme of *''Efforts to be overqualification''* was determined. To the participants who answered no, the *''Why don't you do something to increase your quality?''* question was directed. At the end of the analysis, the theme of *''Reasons for not being overqualification''* was determined.

Sixteen participants yusuf.karakusrdogan.edu.tr 29Kasim.84answyusuf.karakusrdogan.edu.tr 29Kasim.84ered yes to the question, "*Do you try to be an overqualification employee in your job?''* One participant gave no answer.

Table 11. Overqualification effort

Do you try to be an overqualification employee in your job?	
Answers	Participants
Yes	P1, P2, P3, P4, P5, P6, P7, P8, P9, P10, P11, P12, P14, P15, P16, P17
No	P13

Source: Elaborated by Authors

Participants' views on the theme of *" Efforts to be overqualification"* are stated as follows:

"I constantly read and follow the resources related to my department. I follow the training held in seminars, workshops, and public education centers." (P4)

"I got business law and English certificates. I attend career days to improve myself." (P5)

"I am trying to improve myself by taking foreign language education. I try to attend every training at the hotel." (P6)

"Yes, I have an effort, but this effort is not for my current position, but to reach a higher position. I am taking supervision training, and at the same time, I am trying to learn the operation of different departments and to learn the computer systems used there." (P7)

"I search for new and current recipes. I try to keep myself updated. I am doing research on decor." (P14)

"I am taking lessons to add German to my English and Russian. I participate in the training given and applied at the hotel. For example, I am currently taking master teacher training." (P15)

Almost all of the employees strive to be overqualification. These occupations are nearly the same as the reasons why employees see themselves as overqualification. Examples are increasing the education level, having certificates, attending various seminars, and developing a foreign language. As a result, when we evaluate, the common reasons that employees think of being overqualification are education level and foreign language knowledge. These two reasons are the elements that employees give common importance to.

Table 12. Efforts to be overqualification

Codes	Theme
Increasing the general education level Participating in vocational training Obtaining job-related certifications Attending seminars-workshops Foreign language development	Efforts to be overqualification

Source: Elaborated by Authors

Participants' views on the theme of *"Reasons for Not Being Overqualification"* are stated as follows:

''I know it's necessary, but I'm not trying at this point. I'm unhappy because I can't do a job that fits my qualifications.'' (P13)

Only one of the participants is not trying to be overqualification. This participant states that she is already overqualification. And she thinks that her abilities are too much for the present. Therefore, she expresses her unhappiness.

Table 13. Reasons for not being overqualification

Codes	Theme
Employee is unhappy	Reasons for not being overqualification

Source: Elaborated by Authors

5. Conclusion

The objective of this study was to investigate the self-perception of hotel industry employees on their overqualification, the underlying factors contributing to overqualification, and the attitudes and behaviors of managers and colleagues towards overqualified employees. In light of the research objectives, a qualitative research approach was employed, wherein interviews were performed with the personnel. During the interviews, a set of four primary inquiries were posed to the employees. Each primary question is accompanied by two additional optional questions that are contingent upon the respondent's affirmative or negative response. A total of eight themes were identified from the analysis of the responses provided to the multiple-choice questions. The tables also display the sub-codes corresponding to each theme. The direct quotations of the participants' perspectives on the codes within each subject were included.

Based on the first findings of the study, it was ascertained that a majority of the employees (specifically, 14 employees) perceived themselves as being overqualified, whereas three employees did not perceive themselves as overqualified. The researchers conducted interviews with employees who self-perceived as being overqualified in order to ascertain the factors contributing to this phenomenon. The issue of "reasons for perceived overqualification" was established at the conclusion of this inquiry. Within the context of this topic, the factors contributing to the perceived overqualification of employees encompass educational background, professional experience, proficiency in foreign languages, persuasive abilities, exceptional job performance, knowledge of business operations, and possession of relevant certifications. The perception of employees as being overqualified is mostly influenced by factors such as education, experience, and proficiency in foreign languages. According to employees, this characteristic sets them apart from their counterparts. The researchers inquired about the reasons for the perception of overqualification among employees who did not identify themselves as such. The theme pertaining to the factors for the lack of perception of overqualification was identified towards the conclusion of this inquiry. In the context of this topic, various variables, including inadequate foreign language skills, limited professional experience, insufficient educational background, and a lack of specialization, contribute to the perception of employees as being underqualified rather than overqualified. The prominence of education, experience, and proficiency in foreign languages in both themes aligns with the prevailing literature on overqualification.

Research has indicated a significant correlation between the perception of being overqualified and the educational attainment of individuals. There is a prevailing belief that as one's level of education increases, individuals tend to perceive themselves as overqualified (Erdoğan et al., 2017; Guerrero & Hatala, 2015; Harari et al., 2017; Peiró et al., 2010; Ramos & Sanromá, 2013; Ye et al., 2017; Støren & Wiers-Jenssen, 2010; Vaisey, 2006; Zhang et al., 2016). The perception of perceived overqualification is favorably associated with individuals' work experiences. According to several studies (Burke, 1997; Erdoğan & Bauer, 2009; Maltarich et al., 2011; Maynard et al., 2006; Peiró et al., 2010), as individuals accumulate experience in their respective fields, their business acumen and talents tend to improve, leading to an enhanced sense of confidence and qualification. In conjunction with educational attainment and professional experience, proficiency in foreign languages also contributes to the sense of overqualification among individuals employed in the hotel industry. Due to the fact that employees within the tourism sector engage in direct interactions with customers from foreign countries. Furthermore, effective communication is facilitated by individuals who possess proficiency in foreign languages. Hence, it is inherent for individuals possessing foreign language proficiency to consider themselves as being overqualified.

Based on other findings derived from the research, it has been observed that a considerable proportion of employees (specifically, 12 individuals) are acknowledged by managers for possessing qualifications that exceed the requirements of their respective positions. The present study focuses on the evaluation of words and praises within the context of the reasons that managers see employees as overqualified. In this study, we aimed to identify the factors contributing to managers' assertions of being overqualified in relation to their subordinates. Several factors contribute to the success of employees in the workplace. These factors include the meticulousness of employees, their communication skills, potential, people management abilities, job skills, experience, foreign language proficiency, and access to job-related information. Five employees do not receive verbal acknowledgment or commendation from their bosses regarding their level of qualifications exceeding the requirements of their respective positions. The viewpoints of these employees were assessed within the framework of "factors influencing managers' lack of recognition of employee overqualification." Based on the accounts provided by the employees, it is observed that managers refrain from expressing words of appreciation or praise towards individuals perceived as overqualified. This behavior can be attributed to several factors, including the managers' perception of their own superiority, feelings of jealousy, lack of familiarity with the tourism sector, and the non-institutional nature of the enterprises in question.

The absence of an educational component in the managerial practice of praising personnel is observed as a contributing cause to the sense of overqualification. Managers conduct comprehensive evaluations of employees' job performance and ascertain their job requirements. The primary emphasis is placed on the meticulousness and competence exhibited by personnel in their execution of tasks and delivery of high-quality service. In conclusion, a performance-based assessment is present. The scholarly literature has provided an explanation for this particular situation in the following manner. According to previous research conducted by Erdoğan and Bauer (2009) and Fine and Nevo (2008), managers primarily assess individuals based on their performance, which then leads to the identification of perceived overqualification. It is worth acknowledging that employees who perceive a lack of acknowledgement from their superiors regarding their overqualification tend to interpret this as indicative of selfishness and jealousy on the part of their bosses. As part of the research study, it was observed that two employees (P4-P17) who are unable to perceive these verbal cues do not perceive themselves as being overqualified for their respective positions. The absence of communication from the management to the remaining three employees (P5-P10-P13) regarding their over-qualification could potentially be attributed to variations in the evaluation process. The three employees expressed their perception of being overqualified based on their educational attainment. Nevertheless, managers do not take into consideration the educational context when assessing individuals for overqualification.

Based on an additional research conclusion, a notable percentage of employees (12 individuals) express being overqualified for their current positions and yet have been hired. The present analysis focuses on the evaluation of words and compliments in relation to the overarching issue of "factors contributing to colleagues' perception of employees as overqualified." In this study, we aimed to ascertain the factors contributing to employees perceiving their co-workers as overqualified. The factors contributing to these causes encompass the crisis management aptitude, employee training proficiency, communication acumen, professional expertise, attention to detail, and employee commitment to their work. Five employees do not receive any verbal acknowledgement or commendation from their colleagues regarding their level of qualifications exceeding the requirements of their respective positions. The viewpoints of these employees were assessed within the framework of the topic "factors contributing to colleagues' perception of employees as being underqualified." Based on employee accounts, managers refrain from expressing words of appreciation or acknowledgment in situations involving perceived overqualification due to concerns related to changes in colleague dynamics, insincerity towards colleagues, high work intensity, a competitive work environment, and potential feelings of envy.

The evaluation criteria utilized by peers to assess employee overqualification bear resemblance to those employed by managers. The primary distinction resides in the manner in which colleagues assess the overqualification of employees based on their educational attainment. Furthermore, it is worth noting that colleagues perceive employees as being overqualified due to their exceptional performance and ability to effectively mitigate potential crises within the work environment. In the event that this task is not executed proficiently, one must consider the potential adverse consequences that may extend beyond the individual responsible, affecting coworkers as well in the event of an error. Due to this rationale, it is at the forefront of assessments pertaining to overqualification that employees effectively perform their job responsibilities and fulfill their duties diligently. There are multiple reasons why employees who are overqualified may not perceive their colleagues acknowledging this fact. The frequent rotation of personnel within hotel enterprises poses challenges in fostering a congenial atmosphere and cultivating interpersonal connections among employees. Due to this rationale, it may be challenging for employees to cultivate a positive perception of their colleagues (Tütüncü & Demir, 2003).

According to recent research findings, a majority of the interviewed employees (specifically, 16 employees) are actively seeking to enhance their qualifications and potentially attain a level of education or skill set that beyond the requirements of their current positions, a phenomenon commonly referred to as overqualification. It is imperative that an individual employee does not possess excessive qualifications. It can be argued that a considerable proportion of the participants exhibit a congruence between their individual characteristics and the requirements of their respective jobs. This phenomenon can be attributed to the participants' lack of perception regarding the overqualification of their existing job positions. A solitary participant encountered a situation where there was a discrepancy between their skills and the requirements of the job. The participant expressed that her qualifications surpassed the work criteria and conveyed her dissatisfaction. The personnel engage in various activities aimed at achieving overqualification, including enhancing their general education level, participating in occupational training programs, acquiring work-related certifications, attending seminar workshops, and gaining proficiency in foreign languages. Furthermore, it adheres to the perceived literature surrounding the concept of overqualification. Employees aspire to enhance their qualifications by engaging in activities that augment their educational attainment and skill set. The rationale behind the sole employee (P13) lacking this inclination is rooted in her perception of being overqualified and holding a sense of superiority towards her current job role. Due to this rationale, she also asserts her discontent.

Upon evaluating the outcomes of the survey, it becomes evident that there is a notable prevalence of perceived overqualification among employees. Furthermore, a significant number of individuals report instances of being labeled as overqualified by both their supervisors and colleagues. Several ideas were formulated taking into account the issue of over-qualification and the preferences of employees. The following:

• It is recommended that organizations empower their employees and assign them the responsibility of mitigating the negative consequences associated with employee perceptions of being over-qualified. By implementing this approach, it is possible to mitigate the incongruity between an individual and their occupation, thereby fostering a sense of commitment and dedication from the employee towards their profession.

• The inclusion of employees in a job rotation for certain periods may yield benefits. Specifically, an employee may be obligated to perform tasks and acquire knowledge associated with a more advanced role. In this particular scenario, it is possible to mitigate employee unhappiness.

• Grant employees autonomy in their allocated activities inside the organization to allow for the demonstration of their talents and the facilitation of good contributions. By identifying and leveraging their qualifications, employees have the potential to mitigate their professional discontent.

This study provides valuable contributions to the existing body of literature. To begin with, this study stands out due to its complete approach in addressing the issue of perceived overqualification among employees in the tourism industry. The authors are unaware of any research conducted in this manner as documented in the national and international literature. Hence, an alternative and novel viewpoint on the matter is proffered. Additionally, there exist several drawbacks in this study. The present study was conducted to assess the perceived overqualification among hotel personnel employed in the hotel industry. In subsequent investigations, it would be beneficial to do a comparable analysis inside enterprises working in other sectors of the tourism industry. Furthermore, conducting similar studies pertaining to guides within the field of guidance could prove beneficial. An analogous examination can be undertaken on personnel inside all enterprises engaged in service-oriented operations. Furthermore, a structured interview protocol was employed as a data collection tool in the present study. In future research endeavors, it is possible to enhance the quality and scope of studies by refining the study questions and plans, hence enabling the integration of qualitative and quantitative methodologies.

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Are they really overqualification? Evaluation of perceived overqualification by the employees

Abstract

This study aimed to examine the self-perception of hotel industry employees regarding their overqualification, the factors that contribute to overqualification, and the attitudes and behaviors of managers and colleagues towards overqualified employees. To achieve the research objective, a qualitative research approach was used, involving interviews with personnel to collect data. During the interviews, employees were asked four main questions. Thematic analysis was used to examine the participants' responses to the inquiries. Eight distinct themes were identified based on the examination of responses to the multiple-choice questions. The analysis revealed that a significant portion of employees felt they were overqualified for their roles. The perception of employees as overqualified is primarily influenced by factors such as education, experience, and foreign language proficiency. As per employees, this attribute distinguishes them from their peers. Moreover, a substantial portion of the workforce often perceives individuals to have excessive qualifications, as observed by their supervisors and peers. In conclusion, most participants, except for one, demonstrated a clear preference for overqualification. Employees engage in activities to enhance their qualifications in their pursuit of overqualification. These activities involve enhancing their education, enrolling in vocational training programs, obtaining work-related certifications, attending seminars, and improving their foreign language proficiency. In a broader context, there is a concept of improving employee overqualification by promoting higher education and foreign language proficiency.

Keywords: *Perceived Overqualification, Employees, Tourism, Hotel Businesses, Behavior*

Authors

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Emre Yaşar:	*Conceptualism, Methodology, Software, Investigation, Resources, Data Curation, Writing - Original Draft, Writing - Review & Editing*	*50%*
Nesrin Aydın Alakuş:	*Conceptualism, Methodology, Software, Resources, Data Curation, Writing - Original Draft, Writing - Review & Editing*	*50%*

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