



Coronavirus (COVID-19) and Crisis Management in Accommodation Businesses

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Abstract *The purpose of this study carried out in this context is to determine the effects of COVID-19 virus, which has become a global health problem today, on accommodation businesses. In this study, a five-star accommodation business in Turkey, which carries out its activities by taking its own precautions and can be considered successful with the precautions it takes, was examined as a case study during the period of the COVID-19 virus. In the study in which qualitative research pattern was adopted, interview forms were selected as the data collection method to be implemented to managers of the business. The raw data obtained were coded with the qualitative analysis program MAXQDA. Among the answers given by the managers, some findings came to the fore. Managers emphasized that the COVID-19 pandemic caused a serious economic loss in themselves, as in all tourism businesses, yet they took certain precautions and continued their activities in order to overcome the process with the minimum loss. It was stated that support packages for tourism businesses should continue for the current situation and after the pandemic. With the findings obtained as part of the study, it was tried to draw the picture of the accommodation businesses, which are one of the important components of the tourism sector in a difficult situation.*

Keywords: COVID-19, Pandemic, Tourism, Accommodation Businesses

INTRODUCTION

COVID-19 disease, which is located close to the seafood market in Wuhan, the capital of Hubei province of China on December 31, 2019, has rapidly spread and turned into a global pandemic. This disease, which is a serious acute respiratory syndrome, has caused a global crisis all over the world due to insufficient recognition and lack of vaccine (Qiu, Chen & Shi, 2020). On February 11, 2020, the rapidly spreading virus, named COVID-19 (URL-1), was declared a global pandemic by the World Health Organization (WHO) and caused thousands of deaths (URL-2). When the data of the World Health Organization is examined, the total number of patients in 216 countries as of 30 May 2020 is stated as 5.819.962 people, while the number of deaths is 362.786 people. In Turkey, the 9th in the world, the number of patients so far was 163.103, while the number of deaths was

4.515 (URL-3). According to the Digital Conversion Office of the Presidency of the Republic of Turkey, the number of people diagnosed with viruses in the world is 5.991.102 and the number of deaths is 366.875 (URL-4). According to Interactive World data, the number of cases diagnosed in the world is 6.109.386, while the number of deaths is 371.912 and the number of recovery is 2.725.165. According to these data, Turkey ranks 10th in the world in terms of number of cases (URL 5).

The COVID-19 pandemic (URL-6), which was described as a global pandemic by the World Health Organization on March 11, 2020, spread all over the world and negatively affected many sectors. In order to prevent the pandemic transmitted by air and contact and to prevent the spread, a number of precautions have been taken and countries have begun to stop the international mobility (Ruiz Estrada, Park & Lee, 2020). International and national flights were

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stopped, many workplaces and venues, including restaurants, airlines, beauty centers, cafes, hairdressers, parks, beaches, were closed and the risk of contamination was tried to be minimized. These restrictions have deeply affected lots of sectors and some of life has come to a halt (Higgins-Desbiolles, 2020).

The tourism sector is one of the sectors most affected by the restrictions. Due to restrictions, tourism movements have almost stopped. Tourists who cannot travel due to prohibitions, who give up due to reservations even if they are not banned, and who delayed their vacation by not taking risks caused serious declines in tourism demand. While some businesses decided to stop their operations, some businesses continued their activities even if the demand was low (Ioannides & Gyimóthy, 2020; Rio-Chanona et al., 2020).

Since the COVID-19 pandemic, studies on the relationship between pandemic and tourism have emerged in the tourism paradigm, which is an interdisciplinary field. As a matter of fact, when these are examined, it is seen that there are mainly studies using secondary data and created by document analysis technique. There are limitations in empirical studies examining the relationship between pandemic and tourism. In this research, a case of a five star accommodation business in Turkey, which was continuing its operations, is examined when the pandemic occurred. The purpose of this study, in which the interview technique, one of the qualitative analysis methods is used, is to reveal how the pandemic is perceived from the perspective of the accommodation business managers and the current situation of the accommodation business during the pandemic period. In this context, the two basic questions that constitute the problem of the study are as follows;

- What are the effects of the COVID-19 pandemic on accommodation businesses?
- What kind of a path do the accommodation businesses follow in combating the pandemic?
- What do customers think about the pandemic?

LITERATURE REVIEW

The influence of the pandemic on the tourism industry and the changes experienced have also affected the tourism paradigm, and many studies have been conducted to examine the COVID-19 pandemic-tourism relationship.

Acar (2020) aimed to identify the current and possible effects of the COVID-19 pandemic on the tourism industry. According to the results; it has been argued that the virus may have long-term economic impacts and at this point, tourism will be one of the most affected sectors. Nicola et al. (2020) examined the socio-economic effects of the COVID-19 pandemic. Tourism industry has also been examined within the scope of the study. In their study, it was emphasized that

especially the sharp drop in hospitality services has caused a serious decrease in income and occupancy and caused some services to be temporarily terminated. Karim et al. (2020) studied the impact of the COVID-19 pandemic on the Malaysian tourism industry. In the conceptual-based study, the disastrous consequences experienced by the Malaysian tourism industry as a result of the pandemic were highlighted and sectoral changes experienced during and after the pandemic were discussed. From this point of view, avoiding from possible long travels, the importance of hygiene, and the need to take local and administrative precautions to get rid of this negative situation in the tourism sector have been determined as the prominent results.

Bahar and Çelik İlal (2020) studied the economic effects of the COVID-19 pandemic on the tourism sector conceptually. According to the results obtained; it was predicted that the pandemic would bring losses of employment and income. Gössling, Scott and Hall (2020) evaluated the possibilities of economy and tourism by comparing the COVID-19 pandemic with past pandemics and global crises. The results of the study reveal that the global growth models of tourism and the way of production related to the decrease in demand and change in tourism should be re-evaluated. Jamal and Budke (2020) and Sánchez (2020) developed recommendations for the COVID-19 pandemic based on past pandemics. In the study, it was stated that the communication between tourism stakeholders and health officials should be stronger, service providers should be well-informed and ready about the virus, and international tourism organizations such as the World Tourism Organization and the World Tourism and Travel Council might be needed in this process. It is predicted that the latest precautions will change the world tourist map, and the most important destinations may be affected by this change depending on the mobility and bring an uncertain future. Wanjala (2020) examined the impact of the COVID-19 pandemic on tourism and trade based on past pandemics. The study results show that demand and supply shocks will affect Kenya's economy, tourism and trade sectors, the Kenyan government has taken various precautions to combat the spread of the virus and protect the country from a possible economic downturn, and the policies implemented are largely focused on demand shock management.

Nepal (2020) evaluated the opportunities that may arise in the tourism sector due to the COVID-19 pandemic. He highlighted that the focus should be on adventure tourism and tourists, tourism infrastructure, service conditions, hygiene and sanitation, high-value tourism destinations, different types of tourism and sustainable tourism practices. Niewiadomski (2020); Galvani, Lew and Perez (2020) examined the impact of the COVID-19 pandemic on the change and restructuring of the tourism industry. The study results reveal that the pandemic is an opportunity to restructure tourism within the framework

of more environmental-friendly, respectful and sustainable principles. Crossley (2020) studied the relationship between the COVID-19 pandemic and climate change. As a result of his study, he mentioned that the stagnation in tourism after the pandemic is an opportunity for the environment to renew itself and that environmental renewals are a hope for sustainable use in humans. Romagosa (2020) examined the opportunities of the COVID-19 pandemic from a sustainability perspective. As a result of the study, it is stated that after the pandemic, companies should prepare their products by taking into account the health conditions, the balance between destinations should be established by avoiding overcrowding, and a coordinated management and tourism plan between stakeholders is essential. Hall, Scott and Gössling (2020) examined the change and sustainability of the COVID-19 pandemic in tourism. While the results of the study state the positive changes in the environment, especially during the pandemic period, it is emphasized that the stagnation in tourism during the pandemic and the environmental renewal accelerated. In addition to this, it is emphasized that the situation for the post-pandemic period is not clear.

Hoefer et al. (2020) focused on the COVID-19 case detected in a hotel in Tenerife and the management of the process as a result of this case. The results of the study show that the precautions implemented should be evaluated on a case-by-case basis and it will sometimes be difficult to determine the number of cases, it is vital to control the pandemic, and the lessons learned in the hotel to control the pandemic are used to prevent the spread of the pandemic in the Canary Islands. Kumar (2020) focused on the impact of the COVID-19 pandemic on the tourism and hotel industry in India. The results of the study demonstrate that hotel and airline reservations were canceled due to the pandemic and staff were reduced as a cost-cutting measure.

Shi, Dorling, Cao and Liu and Zhang et al. (2020) examined the effect of travel movements on the spread of the COVID-19 virus. In this context, travels for tourism purposes have also been evaluated. It has been stated that tourism and business travel play a major role in the spread of the virus. Biscayart et al. (2020) and Rodriguez-Morales et al. (2020) studied the recommendations that can be given to travelers in order to be protected from COVID-19. Within the scope of the study, it was suggested that the symptoms should not be underestimated, more importance should be given to disinfection, travel to cities affected by the virus should be avoided, and not to be found in places where livestock trade is carried out.

Baum and Hai (2020) focused on situation of the COVID-19 in tourism and the detection of the threat points of it. As a result of the study, it was determined that tourism mobility will revive gradually, but the need for social distance in services and incremental costs will rise prices, and this will

lead to social exclusion for tourism participation. Bakar and Rosbi (2020) examined the impact of the COVID-19 pandemic on the tourism industry. According to the results, which examined the effects using the supply-demand curve, it was determined that a panic occurred in tourism demand due to the pandemic, and this panic led to a decrease in demand. Decrease in demand according to the supply-demand balance also leads to a reduction in price.

Sobieralski (2020) studied the effects of the COVID-19 pandemic on airline employment. In the study using the United States government and airline data, it was argued that the loss of airline workforce was 7%, the most affected were flight operations and passenger transportation employees, and the management employees were the least affected group.

Chen, Huang and Li (2020) examined newspaper articles on tourism and COVID-19 with content analysis. The findings highlighted nine main themes. These are the impact of COVID-19 on tourism, human sensitivity, control of tourism activities and cultural spaces, the role of the hospitality industry, national command and local intervention, tourism disputes and solutions, corporate self-development strategies, state aid and post-crisis tourism product.

Thams, Zech, Rempel and Ayia-Koi (2020) discussed the importance of the tourism sector for the economy, the structure of the industry and potential precautions to reduce the severity of the pandemic from the business and government perspective in the context of the COVID-19 pandemic. The results of the study show that the effects of the pandemic on the sector will not be able to be measured precisely, and the sector will be seriously affected by the end of 2020 and financial difficulties will be encountered. Kalyankar and Patil (2020) examined the impact of the COVID-19 pandemic on the tourism sector. The results of the study using secondary data indicate that an unpredictable and uncertain process can be predicted for the post-pandemic, strategic development plans are important at this point; after the pandemic, tourism can recover globally and tourism incentive programs should be developed. Kumar (2020) examined the impact of the COVID-19 pandemic on the tourism industry. According to the results of the study, it was determined that 25% of the reservations for 2020 were cancelled due to the pandemic and it was necessary to get rid of this damage for about 10-12 months, and the fear created by the pandemic would significantly reduce international travels.

Choudhury, Jha and Pathak (2020) examined the impact of the COVID-19 pandemic on the tourism sector, the plans and alternatives of the Indian Government, and the precautions to be taken after the pandemic. According to the findings obtained from the study, it is predicted that the loss of the tourism sector in India will reach serious dimensions in 2020

and a decrease of 40% may occur, and the loss of workforce may reach 70%. Kasare (2020) discussed the impact of the COVID-19 pandemic on the Indian tourism industry. It is seen that the loss of workforce constitutes approximately 20% and the sector most affected is aviation. It has been determined that more than 50% of the restaurants are closed and approximately 600 international flights are cancelled.

Hoque, Shikha, Hasanat, Arif and Hamid (2020) studied the impact of the COVID-19 pandemic on Chinese tourism in their study. According to the findings obtained from the study using secondary data, it was determined that there were people who were afraid of encountering with the Chinese population due to the virus, Chinese tourists were banned from traveling abroad, global tourists cancelled their visits to China, all flights were cancelled in this process and Chinese tourism suffered from long-term damage in this process. Wen, Kozak, Yang and Liu (2020) aimed to examine how the pandemic could change Chinese tourists' lifestyle choices, travel behavior and tourism preferences in the short and long term. According to the study, it was predicted that tourists may travel less, they may stay in the destination longer, the effects on environmental degradation can be reduced, participation in mass tourism may decrease and city-slow movements may increase. In addition to this, while demand for crowded destinations may reduce, this may be an opportunity for countries having different tourism resources such as Turkey and Israel, as hygiene and cleanliness come to the fore, interest in health tourism may increase.

Ulak (2020) examined the impact of the COVID-19 pandemic on Nepal's tourism industry. In the exploratory study, it was determined that the psychology of tourists can be affected until the virus is completely brought under control, there may be reluctance against mass tourism, hygiene expectations will be priority during service, small and medium-sized enterprises, car rental companies and gift shops in Nepal are seriously affected. Oliveira (2020) discussed the impact of the COVID-19 pandemic on credit, rental and travel contracts. The findings of the study revealed that the validity of the contracts during the crisis is not easily understood and they should be better prepared for the crisis periods. Nanni and Ulqinaku (2020) argued people's attitudes towards interactive museum visits during the COVID-19 pandemic. The study results show that tourists may have fears about going to tourist destinations even in the post-pandemic period. Dolnicar and Zare (2020) studied the long-term impact of the COVID-19 pandemic on Airbnb, the online travel platform. The study results predict that when the restrictions are lifted, the demand for properties listed on Airbnb will increase again, but some homeowners will not be able to return to the short-term market.

Cheer (2020) examined the change in the tourism paradigm caused by the COVID-19 pandemic. The results of the study shows that it is beneficial to examine the social changes

after the pandemic and the permanent and deep effects in the tourism sector. Wen, Wang, Kozak, Liu and Hou (2020) discussed tourism after pandemic. The results of the study predict that research on the pandemic will increase. Haywood (2020) studied the relationship between COVID-19 and tourism education. In the results of the study, it is stated that new and different approaches should be adopted after the pandemic, the curriculum should be updated, project-based internships should be established, coordination and cooperation with regional stakeholders should be ensured, and cooperation with small and medium-sized enterprises can be established by creating tourism innovation centers and laboratories.

METHODOLOGY

Interview form technique, one of the qualitative research methods, was used in the study. Within the scope of the study, a 5-star accommodation business near the Istanbul Airport was selected as a case study. The structured interview form prepared was applied to the managers of the accommodation business. In the structured interview form, predetermined questions are asked to the participants in a certain order (Kozak, 2018, p.82). The data obtained from the participants were encoded in the MAXQDA analysis program and the encoded data were mapped using "MAXMaps" in the "Visual tools" section of the program. Descriptive and content analysis methods were applied within the scope of the study. Descriptive analysis refers to situations such as describing the different characteristics of the participants, explaining the general characteristics of an event or situation, and life narratives (Miles & Huberman, 1994). Content analysis refers to reaching categories and themes by examining the collected data in detail. In the content analysis, the codes of the frequently repeated or emphasized situations in the collected data are extracted. Categories and themes are obtained from codes (Bengtsson, 2016; Merriam & Grenier, 2019).

The questions directed to the managers within the scope of the study are as follows:

- The tourism industry was deeply affected because of the emergence of the Corona Virus. How do you evaluate the current situation in terms of your own business?
- Considering that the Corona Virus reduces sales in the tourism sector, is there a decrease in the occupancy rate of your business? What are the emergency action plans you have taken in this context?
- Do you have a dismissal or temporary leave of absence under emergency action plans? What are the conditions of your personnel on temporary leave in terms of salary and insurance?

- How do you ensure the work motivation of your employees who continue their activities within the company? Do you think your employees are safe?
- What are the precautions your business takes to protect against Corona Virus? Do you think these precautions are sufficient?
- How would you assess precautions taken by Turkish Government within the scope of the corona virus protection?

RESEARCH FINDINGS

The findings of the research were evaluated under two main headings. One of them is the precautions taken by the enterprise against the virus pandemic, and the other is the analysis results of the interview forms.

1. Precautions Taken by the Business

The virus pandemic has affected all sectors as well as the tourism sector. There are precautions that businesses should take while transitioning to the new world order. In the new order, hygiene and distance are at the forefront. According to a report prepared by the Ministry of Health for institutions and enterprises, there are precautions that accommodation businesses must take in to account. In this context, the precautions taken by the accommodation business that constitutes the sample of the study are as follows:



Source: Photo taken by facility staff.

Fig. 1: Precautions in the Security Unit

The accommodation business has determined precautions for each department. The precautions taken for the security unit are:

- Guests should be observed at the entrance and exit of the hotel and the guest relations department should be informed in case of illness,
- After the suspicious guest is delivered to the health authorities, the room number should be reported to the guest relations department,
- There should be cologne and disinfectant at the entrance door, and guests should be allowed to use it.

In the photographs taken at the facility, it is seen that there are thermometers and disinfectants at the entrances.

Precautions taken for the front office department:

- Desk should be disinfected at half-hour intervals,
- Guests having signs of illness should be directed to the infirmary and in case of detection, the health institution should be contacted,
- Disinfectant, cologne, handkerchief and mask should be kept on the desk,
- The luggage room should be disinfected,
- The keys of the rooms should be cleaned using liquid chlorine,
- During the registration of the guests to the facility, it is necessary to be informed about the mobility status, travel information and whether they have any illnesses in the last 24 hours; the mobile phone number of a relative who can be reached must be obtained.

In the photographs taken at the facility, it is seen that the front desk is disinfected and disinfectant service is provided for the use of the guests.



Source: Photo taken by facility staff.

Fig. 2: Disinfectant and Information Text at Front Office Desk



Source: Photos taken by facility staff.

Fig. 3: Disinfection of Front Office Desk

Precautions taken for the guest relations department:

- If there is a guest going to the hospital for any reason, the reason should be understood, and the staff should contact with a hospital if necessary,
- In case of incidents in the facility, all units should be informed and necessary precautions should be taken,
- There should be cologne at the office desk.

Precautions taken for the service department:

- Disinfectants and cologne should be available at the entrance of the restaurant and those should be provided for guests to use,
- Guests having symptoms of illness should be reported to the guest relations department,
- Common eating and drinking equipment should be washed in the dishwasher,
- Disinfectants should be used for cleaning items such as tables and chairs,
- Staff should be reminded about hygiene.

Precautions taken for the technical service department:

- The maintenance of the ventilation in the facility should be done regularly.

Precautions taken for warehouses:

- Disinfection process should be provided in food entrances without damaging the food,
- Hands should be washed frequently,
- The goods receiving section should be cleaned daily.

Precautions taken for the housekeeping department:

- Rooms and other areas should be constantly ventilated,
- Baby beds after the guest's use and baby care units should be cleaned with disinfectant 2-3 times a day,

- There should be disinfectants at the entrances and exits of public areas, lodgings, toilets, restaurants and sports halls,
- Preferably bleach should be used for detailed cleaning of general areas,
- Housekeeper carts should be cleaned regularly and in detail.

In the photographs taken at the facility, it is seen that the disinfection of the floors, rooms and common areas is provided.



Source: Photo taken by facility staff.

Fig. 4: Disinfection of Floors



Source: Photos were taken by facility staff.

Fig. 5: Disinfection of Rooms



Source: Photos were taken by the facility staff.

Fig. 6: Disinfection of Common Use Areas

Precautions taken for the laundry unit:

- Disposable materials such as masks and gowns should be provided for the personnel,
- Bleach should be used during cleaning,
- Textile products should be washed at 60-90 degree programs,
- Laundry equipment should be cleaned every day,
- Disinfectants should be available at the entrance and exit of the laundry.

Precautions taken for the human resources department:

- Cleaning should be prioritized in personnel transportation vehicles,
- There should be cologne and disinfectant in personnel transportation vehicles,
- A pedestal disinfectant unit should be preferred in environments that are shared by the staff, such as restrooms, lodging, recreation and restaurant areas,
- A list of personnel referred to the hospital with suspicion of diagnosis should be kept and contact should be established with health units,
- Sick personnel should not be employed.

Precautions taken for the kitchen unit:

- Necessary trainings should be given to ensure that personnel comply with personal hygiene,
- Food services should be provided by kitchen personnel, masks and gloves should be worn during service,
- Black gloves should be used during meal service to guests,
- Hands should be washed frequently,
- Disposable eating and drinking vehicles should be preferred for tasting processes,

- The garbage room should be cleaned using bleach and wearing a mask.

It is also seen that a form that the guests must fill in during their registration to the facility is presented to them.

ÜLKELER	COUNTRIES	LÄNDER
ITALY ()	ITALY ()	ITALIEN ()
IRAN ()	IRAN ()	IRAN ()
ÇİN ()	CHINA ()	CHINA ()
GÜNEY KORE ()	SOUTH KOREAN ()	SÜD KOREA ()
İSPANYA ()	SPAIN ()	SPANIEN ()
FRANSA ()	FRANCE ()	FRANKREICH ()
ALMANYA ()	GERMANY ()	DEUTSCHLAND ()
AMERİKA ()	USA ()	USA ()

Source: Photos were taken by the facility staff.

Fig. 7: Information and Registration Form

2. ANALYSIS RESULTS

A structured interview form was applied to the managers. Within the scope of the study, interview forms were applied to a total of 9 managers and managers were coded as Y1, Y2, Y3, Y4, Y5, Y6, Y7, Y8 and Y9. In the code system, a total of 107 codes were used for managers. The code map created in line with the responses of the participants is as follows:

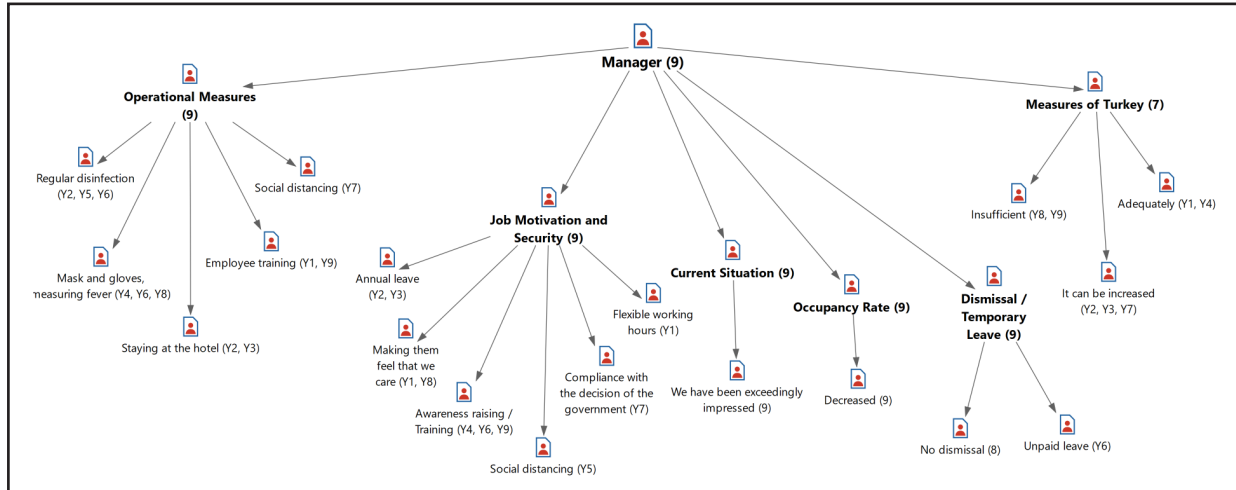


Fig. 8: The Code Map Arising According to the Answers of the Managers

Implications of the pandemic to the business was the first question been asked to the managers. Participants argued that they are quite impressed on this situation. The participant Y1 underlined that employer and employee solidarity is also important in this process. Participants Y2, Y3 and Y4 stated that it is a big challenge to have guests mainly coming from abroad.

The second question asked to managers was about the decrease in sales and contingency plans. Participants stated that there is an important fall. The participant Y9 emphasized that the sales decrease rates reached 70%. The participant Y1 noticed that they have put into operation the granting of accumulated annual leaves as the first thing within the scope of emergency action plans. The participant Y2, Y3 and Y5 justified that they started to work with minimum number of personnel. The participant Y5 also expressed the steps they immediately put into action in terms of hygiene with the following statements:

“Within the scope of COVID-19 precautions, the areas of use should be disinfected continuously, the body temperatures of our colleagues and guests should be checked, and our colleagues should be given the opportunity to stay in the hotel in order to ensure social isolation.”

The third question addressed to managers was about the attitude of the enterprise towards personnel, layoffs and their situation in terms of salary and insurance within the context of emergency action plans. While 8 of the participants stated that there is no dismissal to this question, only one participant stated that they had to give unpaid leave. While the participant Y4 explained that some of the staff wanted to go on leave and they also helped them in this regard, Y9 expressed that the employees were taking one week off each. The participant Y5 emphasized that some staff are given permission. The participant Y7 also stated that they do not give unpaid leave except for force majeure. The participant Y6 explained that they had financial difficulties in this process and that unpaid leave was applied because they were obliged, and positive discrimination was applied to low-wage employees and primarily high-salary personnel were taken on unpaid leave. The participant Y8 explained that they did not leave the staff in a difficult situation in this process with the following statements:

“There has been a temporary permit issue related to the subject. This was done so that they did not require being at the hotel physically, and no employee was let down on salary during this process. Necessary information has been provided to all personnel individually.”

The fourth question asked to managers was about the work motivation and safety of employees. Y4, Y6 and Y9 participants focused on raising awareness and education, while Y1 and Y8 participants emphasized valuing, Y2 and Y3 participants impressed annual leave, Y5 focused social

isolation, compliance with the decisions of the participating state Y7 and participant Y1 focused flexible working hours. Apart from gaining a sense of belonging and flexible working hours, Y1 participant stated that they ensure that employees stay in the hotel to protect their loved ones and that they adopt an approach focused on protecting personnel. Y6 coded participant stated that they followed the process closely with the following statements:

“Before the pandemic began to appear in our country, trainings were given to our staff to learn about the Corona virus. The purpose of the trainings is to ensure that our employees learn about what the corona virus is, what symptoms appear in the infected person, how to protect them and how to take precautions. Later, liquid hand sanitizer was placed in personnel public areas, offices, etc. Gloves and masks were distributed to our personnel, who were in close contact with the guests, to continue their work. Diseased employees are given permission to rest.”

The fifth question addressed to managers was about the precautions taken by the enterprise to protect against the virus and the adequacy of these precautions. While the participants with codes Y2, Y5 and Y6 emphasized that regular spraying is very important in this situation, the participants with codes Y4, Y6 and Y8 stated that mask, gloves and measuring temperature are vital. While the participants with codes Y1 and Y9 drew attention to the importance of staff training, the participants with codes Y2 and Y3 emphasized that employee should stay at the hotel. The participant Y7 stated that social isolation is important while Y1 coded participant expressed the importance of personnel training with the following statements.

“The biggest precaution we take regarding the corona virus is to raise awareness and train our employees. We provide all the support such as masks, gloves and disinfection. I think that if we can inform our employees and teach them how to protect them from corona virus, we will get through these difficult days as soon as possible.”

The Y6 coded participant listed the precautions taken by their businesses as follows:

“General usage areas (staff, guests) and our rooms are subjected to necessary disinfection processes. While our guests are entering our hotel, their body temperatures are measured remotely with thermometers without being contacted by our security personnel and liquid disinfectant is offered to them. Gloves are distributed for our personnel who are in close contact with our guests and they are advised to avoid close contact. Liquid disinfectants are available in public places such as reservation desks that everyone can access. General usage areas are cleaned daily with appropriate chemicals. Necessary training has been provided to our staff. Before the guests are admitted to the business, it is learned which nationality the guests are, how many days

they have been in our country and where they are located. If we have guests who went to the hospital for any reason, it is understood that due to which complaint they went to the hospital. If necessary, the hospital is called and information is requested. “

The last question of the study is related to whether the precautions that Turkey take for pandemic is adequate. While 2 managers did not answer this question, 7 managers have given answers. While the participants with codes Y2, Y3 and Y7 emphasized that these precautions can be increased, the participants with codes Y1 and Y4 stated that the precautions are sufficient. Y8 and 79 coded participants emphasized that the precautions are insufficient. Y1 coded participant explained the adequacy of the decisions taken with the following statements:

“Rather than the tourism sector, decisions taken by the Republic of Turkey, I believe that gradually be accurate and timely. The sooner the public understands this difficult situation and obeys the precautions, the sooner it can be overcome with the least damage.”

Y2 coded participant stated that the decisions are beneficial, but should be increased:

“The precautions taken should take a longer period than 3 months. Support should be provided in bill payments such as electricity, natural gas and water, and the 3-month period for partial payment should be extended.”

Participant Y3, who had similar thoughts with the participant Y2, additionally stated the following:

“Even if precautions taken may seem sufficient for Turkey’s tourism sector, as long as the pandemic continues, new packages of measures must be submitted. The precautions taken should take longer than 3 months. Instead of deferring tax, which is the biggest burden, this tax should be completely removed according to the income and expense balance sheets of the enterprises in certain months.”

The participant Y8, who found the precautions insufficient, also mentioned different points:

“I do not think any special precautions taken in Turkey. Businesses try to solve many issues and generate ideas with their own efforts. The tourism sector plays the most role and it is affected by the change of the world. With globalization, we struggle with the citizens and cultures of countries whose names we do not know. We can turn social media and communication tools in favor of the facility during this period. Apart from this, a curfew on the basis of the sector in general may be a massive precaution.”

When the views of the managers on the structured interview form are examined, it is seen that the virus pandemic is an important factor in the tourism experience and it has led to different points in both product or service production

and consumption. In the changing new world order, it is predicted that the dynamics of tourism will also renew itself and a service concept will emerge where new components will be the focal point.

CONCLUSION, DISCUSSION AND RECOMMENDATIONS

The COVID-19 virus, which emerged in China and then spread all over the world and declared as a global pandemic, has reshaped the world and different parameters have become important. The tourism sector is one of the most affected sectors. With its dynamic structure, the tourism sector keeps up with the conditions of the time and renews itself. While the changes caused by the pandemic period have changed the perspective of tourism demand on the holiday experience, it has also brought certain changes in the way tourism supply is presented.

With the development of the COVID-19 pandemic and the changes in the tourism paradigm, the focus of the studies is on the health-tourism relationship. When the relevant literature is examined, it is seen that there are studies that are conceptually focused, using secondary data and created with the document analysis technique. There are limitations in empirical studies examining the relationship between pandemic and tourism. In this study, a five-star accommodation business that continues its operations in the recent months that the pandemic emerged in Turkey has been examined as a case study and structured interview technique was implemented to the managers of the hotel. Considering the limitation in the literature, empirical studies can be increased, the possible effects of the tourism sector, the current and possible changes in demand can be examined, the opinions of the leading people of the sector can be taken and studies can be done in this direction.

Within this scope, this study focuses on opinions of managers of accommodation businesses in the period when the pandemic has just begun in Turkey. The results of the study show that due to the developments experienced, the functioning structure of the accommodation business has changed, hygiene and health conditions has become a priority, a number of new precautions have been taken within the business and the order has been created according to these precautions, different methods such as flexible working, remote work and leave are implemented in case of falling of demand, and training and awareness is given in order to ensure the motivation of the staff. The precautions taken by Turkey are also considered to be seen partially-enough and that they may be increased. Given the resulting decline in demand, the results of the study support the research conducted by Nicola et al. (2020), Bahar and Çelik İlal (2020), Gössling, Scott and Hall (2020), Wanjala (2020), Choudhury, Jha and Pathak (2020) and Kasare (2020). In

another study, Kumar (2020) argued that the tourism sector is highly affected economically and that economic support packages are needed. The results of this study also show that the tourism sector is affected economically by the decrease in demand and supports the view put forward by Kumar. Similarly, in the COVID-19 studies of Karim, Haque, Anis, Spyrtos and Ulfy (2020), Jamal and Budke (2020) and Sánchez (2020), sectoral change and hygiene-oriented servicing was emphasized. Based on the decrease in the number of staff and flexible working, Kumar (2020) study is supported.

It is obvious that a new world order is needed based on the development, effect and recovery process of the COVID-19 virus, the fact that no vaccine is available yet, and the transmission rate of the virus is still quite high in some countries. The new world order includes the production and consumption of products or services where social isolation is at the forefront, masks and hygiene rules are followed. In this context, accommodation businesses should also adapt to change, ensure that their staff and customers comply with the social isolation and distance rule, determine different options against uncertain tourism movements and demand, and prepare precaution packages against all kinds of precautions that may occur. In the new world order, raising awareness and taking conscious steps are of critical importance. At this point, there is also a need for personnel training, awareness-raising activities and practices. Considering the uncertain times of the economic losses that the sector has experienced and may experience in future, it is likely that businesses will experience serious losses in their income. The steps considered to be taken should be considered without damaging the quality of the product and service offered in the enterprise and taking into account the economic situation.

When the change of tourism demand in this experienced and developing environment is examined, it is seen that the demand is at very low levels with restrictions, prohibitions and virus threat. Health has become the most important priority for people. In this context, although the tourism movement cannot be mentioned fully, tourism is expected to revive, especially in the domestic markets, with the decline of the course of the virus. Tourists who intend to travel should participate in tourism activities by prioritizing distance, masks and hygiene rules in accordance with the new world order.

It is likely that the anxiety threshold of tourists against transmission of the virus is low and the negative attitude they may adopt when traveling abroad. In this case, it can be predicted that the demand for flights will remain at low levels for a while and accommodation businesses will target domestic market-oriented demand. Likewise, on the basis of avoiding crowded environments, it is possible that there may be a reluctance to participate in mass tourism movements. Another step that should be considered is the negative

impact of the situation in the economy and the increase in unemployment, and the potential affect holiday movements and luxury travel preferences negatively. For these possible situations, it would be beneficial to present the tourism supply on more specific, independent and different types of tourism rather than mass movements.

ACKNOWLEDGEMENT

We would like to thank all the employees, especially the managers of the Retaj Royale Istanbul Hotel, who supported us in collecting the data.

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