

# ***THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT***

## **Determining the Crisis and Crisis Management Perceptions of Managers of 4 and 5 Star Hotels in Turkey**

**Oguz Diker**

Assistant Professor, Department of Tourism Administration,  
Tourism Faculty, Canakkale Onsekiz Mart University, Turkey

### **Abstract:**

*Crises are the chaotic environments that the societies encounter. All of the organizations, notably tourism organizations, must be prepared for crisis situation. The most effective way of that is carrying crisis management into effect. Crisis management necessitates the managers to have crisis policies. Accurate apprehension of the concept of crisis is the only way for an effective crisis management. This study aims to determine crisis and crisis management perceptions of 4 and 5-star hotel managers in Turkey. In this purpose, applied on 85 hotel managers and depending on the answers, the study defends the view that the managers think to be on the safe side against crises. The reason of that reported to be abstaining from the crises of past. A group of the managers mentioned that no activity can be performed unless there is a crisis, while another group mentioned that strategic action and plans can be performed. According to the hotel managers, it is effective with regards to crisis management to downsize in structure and personnel during the crisis.*

**Keywords:** Crisis, Crisis Management, Hotel Businesses, Hotel Manager

### **1. Introduction**

Environment has a vital effect in survival, which is the main organizational objective. All of the changes in the environmental conditions can cause refinements in decisions, activities, plan and policies of the businesses. On the other hand, negative conditions in environment will also affect lives and activities of the businesses directly. Examples of such negativities could be either economic recession or a conflict, or political factors like international relations, and natural disasters. Disregarding the kind of the negativity, it has a similar effect on the organizations. According to the systems approach, as a result of negativity the systemic mechanism of an organization, as a living organism, can encounter malfunctions or it can be affected with the whole system and structure. The degree of negativity effect can lead up to demolition of the organizational life. The problem series that cause this systemic effect that organizations experience is called as crisis in literature. Crisis is the main element that the organizations have to cope with, among intense technologic development creating a more competitive environment. In order to cope with the crisis, it is important to define the concept, and determine the causes and results. In that respect, this study aims to explain the crisis concept with regards to the tourism businesses operating in a turbulent environment.

### **2. Conceptual Framework**

Crisis is a series of problems that can occur in all levels of life such as individual, group, and organizational levels. Being mentioned in a wide range of science branches from biology to sociology, crisis concept refers to the situations which break the nature of the course of things. In business and organization literature, crisis is similarly expressed as the abnormal events or situations that hinder the natural course of organizational processes in a certain time and place (Pearson and Clair, 1998; Roux-Dufort, 2007). In Harvard Business Essentials Manager's Hand Book (2012), crisis is defined as a sudden change or a change maturing in the course of time, which causes an urgent problem that the management has to solve. According to another definition, crisis is a sudden and unexpected group of events that affect the elements, functions, and the essentials of any system (Ritchie, 2004: 670).

Crisis is an uneven, and unstable situation which necessitates reform	Baydaş et al., 2013
Crisis is a sudden situation which spoils the routine system of an organization.	Titiz and Çarıkcı, 2000 Demirtaş, 2000
Crises are extraordinary events that have the potential of great losses.	Pearson and Sommer, 2011
Crisis is a series of results, situations, planned event or events, which are undesired.	Sikich, 2002
From the micro point of view, crisis is the deepening and intensifying of the competition conditions, due to demand shrinking and increase in product costs, with the effect of technologic, economic, social etc. changes and developments.	Kutman, 2001 Bozkurt, 1987
Crisis is the situation which threatens the objectives and existence of the organization, has the quality to disenable risk prevention measurements, necessitates sudden reactions, and has the potential of sudden and unexpected changes.	Tutar, 2000
Crisis refers to the unexpected, unforeseen, and extraordinary popping up situations.	Baydaş et al., 2013
Crisis is a concept that involves risk with the possibility of uncertainty and inflicting damage.	Bozkurt, 1998 Demirtaş, 2000

*Table 1: Crisis Definitions*

*Source: Adapted from Baydaş et al., 2013: 262-264*

As seen on the Table 1, there are numerous definitions explaining the crisis concept. Although it was defined in different terms in different years by different authors, there are several points in common in crisis definitions. These can be listed as; (a) being extraordinary, (b) including uncertainty, (c) creating negative results, (d) involving risk. Crisis can be examined in two dimensions, micro and macro, according to its origins and the scope of fields it affects. Micro crises, which are limited to one or several businesses, can turn out to be macro-economic crises that can negatively affect the macro-economic indicators (budget, export/import, current account balance, inflation, GNP etc.) unless necessary measurements are taken.

Disregarding micro or macro level, the main factor is the environment in the origins of all the crises (Guth, 1995; Massey, 2001). Being the stage that the organisms keep living on, the environment is defined as the atmosphere where the organizations originate and function, which are parts of the environment. In the business and organizational literature, environment phenomenon is expressed in two ways, inner environment and outer environment, according to relational priorities. All of the extraordinary situations both in inner and outer environment can create crisis for the organizations. The effects that can create crisis in inner environment could be listed as; managerial faults, lack of manager, technical inadequacy of the workers, supply and distribution problems, decrease in the demand of product, and conflict in the organization.

Comfort et al. (2001) emphasizes the importance of outer environmental factors such as events in social, economic, and political environments that create crisis for the organizations. The events happening in the social environment are explained through the organizational results of flood, earthquake, epidemics, wars, and conflicts, and inter-societal disputes (Roux-Dufort, 2007: 105). The events in economic and social environment are explained through national and international legal regulations and conflicts (Rosenthal, 1996: 120), and problems and shrinkages in state economies and large-scale sectoral leading companies (Hall, 2010: 402). The crisis originated from inner environment is in a more controllable structure compared to outer environment events. Thus, they have less importance and effect. The examination of outer environment conditions is considered more important in crisis and crisis management issues in organizations.

According to the nascence pace, the crises are classified in three groups: (a) sudden crises, (b) apparent crises, and (c) ongoing crises (Parsons, 1996: 26). The sudden crises are the first type of crisis that comes to mind when 'crisis' is mentioned. Sudden crises are the ones that do not allow for directly examining the origins and reasons, which do show little or no symptoms in the nascence process. Apparent crises, as another type of the crises according to the nascence pace, are explaining the type of crises that can be observed in nascence period, and can be de-escalated or completely prevented with organizational intervention. Ongoing crises are the ones that have the highest possibility of intervention. This type of crisis is predictable, which have apparent symptoms, thus able to be intervened. They originate similar to snowball and domino effects, in other words they come after other events or crises. That is why they can be predicted.

Crises have certain characteristics. Guth (1995) lines up characteristics regarding crises in three groups. These are; unexpected surprise happenings, great threats on important values, and limited time to decide. In another study, Boin and Lagadec (2000) mentioned these characteristics as; wide spheres of influence, high economic costs, unpredictable, having multiplier effect, and creating uncertainty. Considering these characteristics, the crisis has unique features. These features can be listed as (Seçilmiş and Sarı, 2010: 502);

Crisis situation cannot be predicted,

Crisis is an important problem, and necessitates serious intervention,

It threatens the high-level objectives and even the life of the organization,

Prediction and crisis preventions mechanisms of the organization fail to satisfy,

There is not an exact solution formula for the crisis, it can reappear,  
 There is not enough time and knowledge to cope with the crisis,  
 Crisis necessitates unexpected and sudden changes,  
 Crises seriously affect the third parties (manager, worker, shareholder, state etc.),  
 Crisis causes fear, anxiety, and panic.

Intrinsically, tourism industry is seriously affected from situational conditions and environmental changes. Because tourism demand is quite susceptible to conjuncture fluctuations besides prices, income, fashion, habits, pleasure, and preferences (Küçükaltan and Ergin, 2009: 203). Risk perception of the tourists, who are the participants of tourism, comes first among them. Inherently human being abstains from risk and uncertainty; thus, crisis perception creates the result that people abstain from participating in the tourism activities by traveling (Liu et al., 2016: 311). Another element is that the supply and demand of tourism is directly based on economical conjuncture. Travel, visit, and entertainment motives, which are the activities of tourism, are not directly physiologic needs. That is why they are easily dispensable. In other words, demand in tourism is flexible. Because of that, when the participants of tourism felt economic constriction, they either abstain from participating in tourism activities or try expenditure limitations in touristic locations (Papatheodorou et al., 2010: 41). Depending on the feature of the service, production and consumption are coordinated. Accordingly, unless any problem encountered in the activities in tourism businesses solved directly, it can cause crisis.

Unsolved problematic issues mentioned above, will cause the negative effects of tourism crisis quickly appear on business and operations. Possible results of crisis in tourism businesses are shown in Table 2. These negative effects mentioned can be classified as; (a) results regarding the market and competition, (b) executive results, (c) financial results. The main feature of the negative results in tourism crises is that the negative effect directly and severely appears on the results. In other words, the moment that the effects of the crisis are observed is the moment that the crisis begins. Accordingly, the factors causing crisis in tourism should be manifested obviously, and the measurements should be taken beforehand.

<b>Results Regarding the Market and the Competition</b>	Demand Shrinkage and Decrease in the Quality of Service	Reservation cancellations can take place Possible decrease in market share Possible decrease in commission incomes, sales objectives may not be reached. Customer complaints may increase Market share could be lost.
	Decline in Competitive Capacity	Competition can grow difficult Market share may decrease.
	Problems Regarding the Outer Environment	Relations with the creditors and distribution channel members may worsen Image problem may occur
<b>Executive Problems</b>	Problems Rising in Work Process	Worker turnover and absenteeism may increase The level of stress may increase Productivity may decrease Physical injuries or death may occur
	Executive Problems	Problems may occur in healthy decision making May become helpless against the problems Organizational climate may spoil
	Human Resources Problems	Conflicts may occur among workers Conflicts may occur between workers and the management Problems may arise in skilled labor
<b>Financial Problems</b>	Negative Effects in Costs	Financial costs may increase Production and service costs may increase
	Negative Effects in Expenditure	Lease, personnel, energy, and communication expenditures may increase Damages and losses in building and equipment
	Negative Effects in Financial Structure	Difficulties in finding external financing Auto financing may not be provided Liquidity risk may appear Equities may decline Problems may arise in collecting the receivables or they cannot be collected Compensations may have to be payed Real estates may have to be sold out

Table 2: An Evaluation Regarding the Negative Effects of the Crisis in Tourism Businesses

Source: Adapted from Küçükaltan and Ergin, 2009: 205

Although showing similarities in all of the industries, the factors causing crisis occur in different severities and in a special type in tourism industry due to the reasons mentioned above. As seen in the Figure 1, the factors that cause crisis in tourism industry may be classified as socio-economic, natural, and technologic factors. The most severe ones of these are public security events and conflict setting among the socio-economic factors, and natural disasters among the natural factors. Among the severe reasons, terrorism is the most correlated factor with the tourism crisis. Including acts aiming to create chaos and fear among the community thus to hinder the routine pace of life, terrorist activities are the most important factor regarding crisis, as they were in the past years. Although not directly related with the visited country, possible security threats and war contingencies not only damage the image of the country but also have the capacity to create crisis in tourism industry.

Terrorist activities not only harm the appeal and fame of the destinations with life safety threat, but also harm the state economy by the decrease in tourism income, thus creating the crisis in tourism (Sönmez et al., 1999:14). Terrorist attacks in different times in Paris, caused overnight rate decrease in % 8.5, foreign visit decrease in %11.5, and domestic visit decrease in %4.8 in the first quarter of 2016 (<http://www.independent.co.uk>). 11 September attacks caused %5 losses in the tourism income of the US in between 2000-2004 (Bonham, et al. 2006: 101). A similar situation prevails for civil wars. Foreign visitor figure was 14.7 million in Egypt in 2010 decreased to 9.5 million due to the domestic conflicts in 2011, which caused %95 yield compression (<https://www.theguardian.com>).

The effects of natural factors, among the other reasons that have the potential to create intense crisis in tourism sector, can be explained with many examples. In Florida State whose tourism income is 109 billion dollars with 112 million visitors, Irma and Harvey hurricanes caused 15.600 flight cancellations only in the weekend that the hurricane took place (<https://www.theguardian.com>). As another example, the tsunami in 2004 and its later effects caused a %30 loss in tourism demand, which also caused sectoral shrinkage in %40 in Maldives (Sharpley, 2005: 345).

NATIONALTY	YEARS			% CHANGE RATES	
	2014	2015	2016	2015/2014	2016/2015
EUROPE OECD	11 384 203	11 292 166	7 501 197	-0,81	-33,57
TOTAL OECD	12 490 205	12 423 602	8 126 416	-0,53	-34,59
TOTAL EUROPE	13 419 341	13 464 892	9 385 322	0,34	-30,30
CAC	6 584 491	5 906 193	3 623 877	-10,30	-38,64

Table 3: Foreign Tourist Statistics of Turkey between 2014 and 2016

Source: <http://yigm.kulturturizm.gov.tr/TR,9854/sinir-giris-cikis-istatistikleri.html>

It was predicted that the Russian decisions regarding its economic relations with Turkey upon diplomatic crisis in 2015 would affect the tourism sector in Turkey. In a research on this topic, two scenarios were prescribed regarding the situation. In the first scenario, it was predicted that the tourism income would decrease in %50, while in the second scenario it was predicted that a % 75 decrease will occur in parallel with the visitors coming via charter flights (Türkiye İş Bankası, 2015: 3). This is an outstanding example of crisis creating potential of the international relations. Another element that has severe effect on tourism crisis is economic negativity. This situation also cause decrease in tourism investment. An important example of this is the result of decreased touristic mobility due to European economic shrinkage in Turkish tourism. As seen on the Table 3, the rate of Turkey travels of European visitors decreased by % 30.30 in 2015/2016 years. Although political tensions have an effect on that, the most important factor is the economic shrinkage.

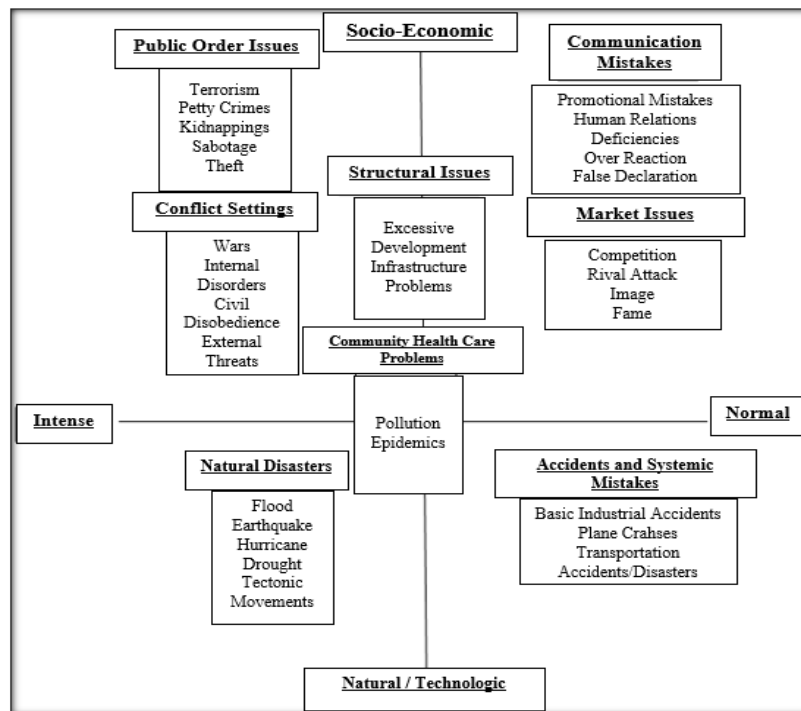


Figure 1: Possible Reasons of Crisis in Tourism Industry  
Source: Santana, 2004: 301

As observed here, tourism crises have a great and direct effect on both the industry in general and the businesses. The most effective way to cope with the crises is to develop effective crisis management methods. Crisis management, in the most general sense, is to keep the businesses away from crisis or to perform crisis creating activities before the crises (Massey, 2001: 157). Crisis management in tourism is the group of functions such as information gathering, evaluation, action plan, application, and control that are performed to eliminate the effects of event or events series that cause social and economic value/losses that appear unexpectedly, and affect negatively the image of a production, organization, or a region (Köroğlu, 2004: 71). Santana (2004) mentions crisis management as a process rather than an event. Crisis management does not mean to destroy the crisis by coping with a certain type of event. Crisis management in tourism necessitates handling certain special situations during the crisis. These special situations (Monterrubio, 2017: 83);

- Due to the coordinated production consumption, in crisis time the crisis itself should be addressed rather than the results of the crisis.
- The demands and needs of individuals that are affected from crises should be immediately met.
- The crisis damage, which is originating from sudden, negative advertisement, reservation cancellations, and income losses, should be lessened immediately.
- The effects of the crisis should be isolated in order for the spontaneous problems with suppliers and business circle not to affect the operations.

The first phase in crisis management in tourism businesses encompasses the activities regarding detecting the crisis beforehand and taking necessary measurements. The crisis sends some warning signals before appearing with its severity. Reservation cancellations in accommodation businesses and disagreements between travel agents and tour operators are the most apparent crisis signals (Seçilmiş and Sarı, 2010: 505). From this point of view, it is a must particularly for the managers in tourism businesses to be conscious and farsighted. Accordingly, this study is built upon the crisis perspectives of the managers of hotel businesses, which are among the most important branches of tourism industry based on workload.

### 3. Method

The objective, significance, scope, findings, and evaluation topics will be handled under this title.

#### 3.1. Objective of the Study

Proactive approaches should be embraced against crises due to basic features of tourism crises. Therefore, it is important that crisis management policies are developed and applied. In one of the researches on the crisis management in tourism businesses, Santana (2004), the perspective and perception of managers about crisis was emphasized. In a similar research of Ritchie (2004), it was mentioned that the key for an effective crisis management in tourism businesses is the managers' ability to smell the crisis and a preventive approach. The vision, strategic perspective and crisis perceptions of the

managers are effective in shaping efficient crisis detection systems and crisis management techniques (Paraskevas e al., 2013: 138-141). Therefore, with the studies to be conducted, the crisis perceptions and perspectives of the managers of different businesses in tourism sector should be determined, and thus contributions should be made to efficient crisis management systems. In this context, the objective of this study is to determine crisis and crisis management perceptions of managers of hotel businesses, where most important ones of the main tourism issues such as accommodation, food & beverage, and resort take place.

### 3.2. Scope and Limitations of the Research

The scope of the research is composed of the managers of 4 and 5-star hotels in Turkey. The primary reason is that many services subjects to tourism activities are taking place in hotels which are the businesses for accommodation. In other words, hotel businesses account for the main service branch of the tourism industry. The perceptions of the visitors pertaining to the hospitality services provided for them, affect the satisfaction towards all of the activities. The majority of the hospitality services are provided in the hotels. Therefore, any crisis originated from hotel businesses has the capacity to directly affect the whole sector. The main limitation of the research is that. Secondly, when evaluated among the hotel businesses, 4 and 5-star hotels come into prominence with capacity, number of the workers, and the volume of the service provided. The risk of a potential crisis will grow as the volume of the service grows, as resources to manage increase, and as the mass that the service will be provided expands. On the other hand, the crisis perceptions and perspectives of the senior managers, who are department level decision makers in hotel businesses with broader organizational structures, are effective in crisis prevention. Lastly, another limitation to our research is that the data collection tools are operated in electronic environment.

### 3.3. Data Collection Tool

The research is designed as a field study with regards to its characteristics. Survey technique is used as the data collection tool in line with the objective and method of the research. The scales used in this research were also used by Murat and Mısırlı (2005), Titiz (2003), Soysal et al. (2009), Seçilmiş and Sarı (2010), and the questions pertaining to the crisis perception were pooled in a way not to impair research reliability. In the research, questions were chosen to measure the perceptions of the managers regarding crisis concept, crisis management policies, and human resources view during crisis.

### 3.4. Method of the Research

The universe of the research is the senior managers of the 4 and 5-star hotels in Turkey. Snowball sampling method was used in order to choose the sample in the universe, thus 450 facility managers were determined for the implementation. "Google Form" data collection tool was used in transferring data to computer. Primarily, as the pilot implementation, the reliability and validity of the sample was tested with convenience sampling method on the managers of the 23 facilities who accepted to participate in the survey, and Alpha value was determined as 0,73 after which the research phase began. In terms of the research planning, the questionnaire forms were prepared and the data bank pertaining to the pilot research and participants was composed in March 2017. Dissemination of the questionnaire forms on the net to the samples, and written invitation to request their participation began in April 2017, which was the beginning of the summer tourism season. Mentioned process was terminated in the final of the intense season, in September 2017. The sample was determined as 400, 87 of the disseminated questionnaires were responded, out of which 85 were found to be reliable for analysis. Frequency distributions of the data obtained were calculated with statistical analysis program and the answers to the questions were evaluated.

### 3.5. Analysis and Findings

The results regarding the answers of the hotel managers to the question "What does crisis word mean?" are shown on the Table 4. According to the data at the end of the analysis, 48 % of the hotel managers understand to be cautious from the word crisis (Table 4). It is a reality that it is difficult to feel possible crises in hotel businesses due to the quality and intensity of the service. Additionally, arise of a possible crisis will show its effects directly on the operations. Conscious of the mentioned situation, all of the hotel managers will take measurements against the crisis embracing methods appropriate to the business culture. Therefore, it's natural for the managers to approach with caution to crisis and negative situations. Another 27 % group of the participants, which is guessed to be composed of managers who experienced negative effects of past crises, mentioned that the word *crisis* creates the perception "troublesome days are soon" in the minds. The most interesting approach here was that "new opportunities will arise" perception of 17 % of the hotel managers.

Variable	N	%
Troublesome days are soon	23	27
Necessary to be cautious	41	48
New opportunities will arise	14	17
Others	7	8
Total	85	100

Table 4: Evaluation of the Answers Given to "What does crisis word mean for you?" Question

Considering the negative effects of the previous crises, 45 % of the hotel managers emphasize that crisis management is vital for avoiding from negativities (Table 5). Although each business does not experience a continuous crisis, spreading notoriety of crises by myths and stories is also effective in this situation. On the other hand, 32 % of the hotel managers have the opinion that the best managerial way to cope with crisis is to attack on it, therefore crisis management is important for defense. 23 % participants who perceive crisis as uncertainty consider crisis management vital because they think that it is a chance to clear the uncertainties.

Variable	N	%
Having the chance to cope with the uncertainties appeared during crises	20	23
Avoiding from the negativities experienced in previous crises	38	45
Effective defense against crisis	27	32
Total	85	100

Table 5: Evaluation of the Answers Given to "Why crisis management is important?" Question

The perception of the participant managers regarding effective methods to prevent crisis is "the evaluation of the business success with benchmarking and taking measurements" in 47 % (Table 6). This actually coincides with the crisis management perceptions of the managers. With regards to avoiding from the negative results of the previous crises, the majority, who emphasize the importance of crisis management, think that the crises can be prevented by benchmarking, evaluation, and taking measurements. According to this view, having experiences from the previous crises and acting proactively, the hotel managements take necessary measurements by eliminating structural and production performance problems, by which the crises can be prevented. On the other hand, 19 % of the participants defend that the crises or their effects can be prevented by attaching importance to customer relations which will prevent possible fluctuations in the demand arising from probable crises. The proportion of managers, who believe in total quality in preventing crises, account for 14 % of the participants. Total quality implementations structurally can contribute to prevention of crises since it has procedures that focus on maximum satisfaction of the shareholders (inner and outer shareholders) who are participating in the production process. When the proportions of the managers are examined, who attach importance to the views of the personnel and who think flexibility should be prioritized (objectives and goals can be sacrifices if necessary etc.) to prevent crises in the organizational structure where conservative perception prevails, there is no significant result. The total proportion of the managers who point that both the methods are efficient is 20 %.

Variable	N	%
Attaching importance to customer care	16	19
Evaluation of the business success with benchmarking and taking measurements	40	47
Considering the views of the personnel	8	9
Prioritizing flexibility in the organizational structure	9	11
Attaching importance to total quality implementations	12	14
Total	85	100

Table 6: Evaluation of the Answers Given to "As a manager, which one of the following would you perceive as effective in preventing crisis?" Question

Many elements ranging from employment to operation have conjuncture features as in all of the businesses in the tourism industry. This goes for the hotel business as well. This feature of the organizations turns the structure of the business into a dynamic form. In other words, all of the tourism businesses, particularly hotel businesses are suitable for structural changes such as working with spare capacity or conditionally structural shrinkage. According to the results of the research, one of the most important policies of the hotel managers in crisis is observed to be the change in business structure and/or personnel figure. Consensus proportion of the managers about the mentioned issue is 33 % (Table 7). On the other hand, 26 % of the participants consider that decrease in the workload is an effective policy in during crises. While 35 % of the participants think that increase in workload and sales amount is the most appropriate policy in crisis, another 6 % regard that credit extension and creating contingency reserves will contribute decrease the uncertainty and cope with the crisis.

Variable	N	%
Shrinkage in business/service capacity	22	26
Change in the structure of the business and in personnel figure	28	33
Evaluating new market possibilities	17	20
Applying sales increase methods	13	15
Benefiting from credit extensions	5	6
Total	85	100

Table 7: Evaluation of the Answers Given to "As a manager, which policy would you regard as appropriate in crisis for tourism businesses?" Question

Detecting the crisis situation and developing the crisis management policies include short term strategic plans. In preventing the crisis, accurate detection of the crisis symptoms and developing proactive approaches are important. Accordingly, 33 % of the managers participated in the research mentioned that among the important tools, developing strategic tactics and forming early warning systems will be more useful in preventing the crisis (Table 8). This is important in terms of giving the sense of confidence against the negative sense of crisis concept. On the other hand, it was accepted by the 20 % of the participants that embracement of crisis management by the workers of the hotel businesses, where the production and the consumption is coordinated, is important in preventing the crisis and its being ineffective in operations. Besides, 15 % of the participants think that it is important for crisis management to warn the workers psychologically and with regards to work safety. In that point, it is foreseen that in case of a crisis, the work load would not decrease and providently acting of the workers will help impede job errors, thereby the operational ability would be maintained. The ones who believe in the importance of theoretical preparations such as crisis guidebook that includes analysis studies regarding crisis, formation or the crisis team, environmental analysis, and preparation training account for 24 % of the participants.

Variable	N	%
Written definition of the crisis and crisis guidebook (action plan)	9	11
Formation of the crisis management team and urgent information center	7	8
Scientific environmental analysis and preparation training	4	5
Developing strategy and tactics and early warning systems against crisis	28	33
Testing everything.	7	8
Giving basic information to the workers about crisis management.	17	20
Warning or the workers psychologically and with regards to job safety.	13	15
Total	85	100

Table 8: Evaluation of the Answers Given to "As a manager, which crisis prevention tool of the following is more important than the others in crisis management?" Question

Sectoral tendencies are as important as plan and policies of the micro-level businesses about crisis management. Although managerial culture of the business is unique and genuine it is affected from the dynamics of the sector. On the other hand, the crisis management atmosphere in the sector will affect the steadfast stance of the businesses. According to the results obtained in the research, 31 % of the participant hotel managers believe that crisis management is not implemented unless the crisis is felt in tourism sector (Table 9). This shows that there is not a widely acclaimed action plan against crisis in sector level. On the other hand, the proportion of the managers of this view proves that the businesses consider themselves alone in the crisis management. Contrary to this, 23 % of the participants emphasize that crisis action plans and developing strategic tactics are for preventing crisis. Being contrary to the previous statement, this result shows that crisis approach perceptions differs in different business groups, that is in different tourism regions, in the sector. Moreover, it could be inferred that, existence of professional services and opportunities provided by the unions, whose members are the businesses, causes change in the perceptions. On the other hand, it was determined that 18 % of the hotel managers have the view that crisis teams against crises, 10 % of them have the view that providing additional financial resources, and 18 % of them have the view that empowering personnel are for crisis management in the sector.

Variable	N	%
No management preparations unless the crisis is felt	26	31
Forming crisis team against probable crises	15	18
Providing additional financial resources	9	10
Developing crisis action plan and strategic tactics	20	23
Personnel empowering practices	15	18
Total	85	100

Table 9: Evaluation of the Answers Given to "Considering tourism sector, which crisis prevention preparations of the following are being implemented?" Question

It was mentioned before that in the whole tourism sector, particularly in hotel businesses, business structure and personnel figures could be often changed due to conjuncture. In parallel with the perception that which policy is accurate for the tourism businesses in crisis (Table 7), the perceptions of effective personnel management during crisis gains momentum as well (Table 8). Among the hotel managers 38 % defend that non-paid leave during crisis is the best way as a human resources method (Table 10).



Variable	N	%
Dismissal	14	16
Pensioning off	16	19
Decreasing working hours	8	9
Providing non-paid leave	32	38
Empowering personnel	9	11
Making no change	6	7
Total	85	100

Table 10: Evaluation of the Answers Given to "Which one is the most efficient human resources management during crisis for you?" Question

On the other hand, the participants, who perceive dismissal (16 %) and pensioning off (19%) as an effective way, account for 35 %. From this point of view, 73 % of the hotel managers believe in that human resources should be decreased in crisis. Two arguments may be inferred from that point. First, the businesses defending mentioned view believe that savings in the personnel costs will be efficient in avoiding the negativity of the crisis, or try to obtain managerial success by blaming human resources for the probable crises. It is natural for the businesses to go shrinkages in certain times. However, it is a reality that survival in depressed times is only possible with true friends. In this context, 20 % of the participants believe in that human resources should be used effectively in crisis by empowering personnel and decreasing working hours, while 7 % of them emphasize that no changes should be made.

#### 4. Result and Evaluation

Crisis is an important phenomenon for tourism sector, as it is for every sector. Besides, in tourism sector, the results of the crisis inherently and directly affect the operations which create time limitation for the managers to lessen the effects of the crises, or at least with regards to prevention activities in order for the shareholders to not feel the crisis. In case that the crisis is not managed appropriately and considering the operations conducted, the hotel businesses, which are one of the main branches of the tourism sector, have the capacity to sectoral decrease the customer satisfaction and affect the service quality of the sector. Therefore, it is a must for the hotel businesses to be prepared for the crisis phenomenon and develop efficient crisis management policies. Literature reviews show that there is a direct proportion between the crisis perceptions of the managers and efficient crisis management policies. It is defended that the hotel businesses, whose managers approach to crisis strategically and acts proactively about crisis management, are advantageous in preventing or exposing to less negative effects of the crisis. In this context, according to the results of the research conducted on 4 and 5-star hotel managers, it is observed that the hotel managers defend being cautious in the face of crises, and that they are cognizant of its negative effects. Although a part of them perceive crises as opportunities, it is observed that majority of them approach to the crisis phenomenon politically. In this context, predominance was determined in the view that crisis management is important in order not to expose to the negative results that were experienced in previous crises.

Defending production and sales increasing activities will be effective in crisis prevention, a group of managers account for a high proportion, which proves that conservatism is dominant in crisis management, and that more classical methods are reliable rather than post-modern managerial techniques such as prioritizing personnel views, flexibility in the organizational structure. It was determined that there are differences between the perceptions of the hotel managers regarding the approaches of the sector to crisis management. While a part of the participants defends that there is no crisis management policy unless a crisis appears, another part mention about existence of contentful strategic plans. This situation may prove that the perception of the sector regarding approach to crisis differs according to the regions that the businesses operate and the unions or trade associations they are affiliated to. When certain unions or associations emphasize studies on crisis and share the results with the members, it is natural that the crisis perceptions of these hotels will be different from the ones which do not have the same opportunity.

The results of the research show that the hotel managers find it appropriate, in terms of crisis management, to decrease the personnel figure by changing the structure of the business in a probable crisis. Besides, it was evaluated by the majority of the hotel managers as the most efficient human resources policy during the crisis to implement removal from office by pensioning off, dismissal, or non-paid leave. This approach is incorrect. Crisis processes signaling the depression times, are overcome only by the help of the workers with a complete organizational commitment, organizational belonging, and unity of purpose. Wrong human resources policies in these times could increase the effect of the crisis rather than managing it, turning it into a devastating one. On the other hand, the skilled labor lost in that period will also cause a decrease in service quality. Therefore, being cautious in these issues is important for hotel managements to cope with the crisis. In general, another result is that the hotel managers are conscious and eager to prepare strategic plans for crises, implementation of preventive activities, and coping with the crisis. In further researches, crisis experiences of the hotel managers can be measured and it can be examined that how much of that is effective in crisis management perception.

## 5. References

- i. Baydaş, Abdulvahap; Bakan, İsmail; Özyılmaz, Adnan (2013) Kriz ve Kriz Yönetimi, Çağdaş Yönetim Yaklaşımları, Ed. Bakan, İsmail, Beta, İstanbul, 262-292.
- ii. Boin, Arjen; Lagadec, Patrick (2000) Preparing for the future: critical challenges in crisis management. *Journal of contingencies and crisis management*, 8(4), 185-191.
- iii. Bonham, Carl; Edmonds, Christopher; Mak, James (2006). The Impact of 9/11 and Other Terrible Global Events on Tourism In The United States and Hawaii. *Journal of Travel Research*, 45(1), 99-110.
- iv. Comfort, L. K.; Sungu, Y., Johnson, D.; Dunn, M. (2001). Complex systems in crisis: Anticipation and resilience in dynamic environments. *Journal of contingencies and crisis management*, 9(3), 144-158.
- v. Guth, W. David (1995). Organizational crisis experience and public relations roles. *Public Relations Review*, 21(2), 123-136.
- vi. Hall, C. Michael (2010) Crisis events in tourism: subjects of crisis in tourism, *Current Issues in Tourism*, 13(5), 401-417.
- vii. Harvard Business Essentials (2012) Yöneticinin El Kitabı, Çev. Şensoy, Ümit, İş Bankası Yayınları, İstanbul.
- viii. Köroğlu, Ahmet (2004) Turizm İşletmelerinin Muhtemel Krizlere Yönelik Hazırlık Çalışmaları Ve Seyahat Acentelerinde Bir Uygulama. *Balıkesir Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 7(12), 69-87.
- ix. Küçükaltan, Gül; Gözde Ergin (2009). Otel İşletmelerinde Yöneticilerin Dışsal Krizlere Yaklaşımlarına Yönelik Bir Araştırma, 199-218.
- x. Liu, Bingjie; Pennington-Gray, Lori; Krieger, Janice (2016). Tourism crisis management: Can the Extended Parallel Process Model be used to understand crisis responses in the cruise industry?. *Tourism Management*, 55, 310-321.
- xi. Massey, J. Eric (2001). Managing organizational legitimacy: Communication strategies for organizations in crisis. *The Journal of Business Communication*, (1973), 38(2), 153-182.
- xii. Monterrubio, Carlos (2017). Protests and Tourism Crises: A Social Movement Approach to Causality. *Tourism Management Perspectives*, 22, 82-89.
- xiii. MURAT, Güven; MISIRLI, Kamuran (2012) Küçük Ve Orta Ölçekli İşletmelerde Kriz Yönetimi: Çaycuma Örneği. *Uluslararası Yönetim İktisat ve İşletme Dergisi*, 1(1), 1-19.
- xiv. Papatheodorou, Andreas; Rosselló, Jaume; Xiao, Honggen (2010). Global Economic Crisis And Tourism: Consequences And Perspectives. *Journal of Travel Research*, 49(1), 39-45.
- xv. Paraskevas, A., Altınay, L., McLean, J.; Cooper, C. (2013). Crisis Knowledge In Tourism: Types, Flows And Governance. *Annals of Tourism Research*, 41, 130-152.
- xvi. Parsons, Will (1996). Crisis management. *Career Development International*, 1(5), 26-28.
- xvii. Pearson, Christine M.; Clair, Judith A. (1998) Reframing crisis management. *Academy of management review*, 23(1), 59-76.
- xxviii. Ritchie, Brent W. (2004). Chaos, crises and disasters: a strategic approach to crisis management in the tourism industry. *Tourism management*, 25(6), 669-683.
- xix. Rosenthal, Uriel; Kouzmin, Alexander (1996). Crisis management and institutional resilience: An editorial statement. *Journal of Contingencies and Crisis Management*, 4(3), 119-124.
- xx. Roux-Dufort, Christophe (2007). Is crisis management (only) a management of exceptions?. *Journal of contingencies and crisis management*, 15(2), 105-114.
- xxi. Santana, Gui (2004). Crisis Management and Tourism: Beyond The Rhetoric. *Journal of Travel & Tourism Marketing*, 15(4), 299-321.
- xxii. Seçilmiş, Cihan; Yaşar, Sarı (2010). Kriz Dönemlerinde Konaklama İşletmelerinin Kriz Yönetimi Uygulamaları Üzerine Bir Araştırma, *Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 15(1), 501-520.
- xxiii. Sharpley, Richard (2005). The Tsunami and Tourism: A Comment. *Current issues in Tourism*, 8(4), 344-349.
- xxiv. Soysal, Abdullah; Karasoy, Hasan Alpay; Alıcı, Sedat (2009) Kobi'lerde Kriz Yönetimi: K. Maraş'ta Tekstil Sektöründeki Kobi'lerde Bir Uygulama. *Selçuk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 21, 431-446.
- xxv. Sönmez, Sevil F.; Apostolopoulos, Yiorgos; Tarlow, Peter (1999). Tourism in crisis: Managing the effects of terrorism. *Journal of travel research*, 38(1), 13-18.
- xxvi. Tütüz, İsmet (2003) Kriz Dönemi Yönetimsel Kararların Kriz Sonrası İşletme Stratejileri Üzerine Etkileri. *Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 8(2), 111-123.
- xxvii. Türkiye İş Bankası (2015) Rusya Yaptırımlarının Türkiye Ekonomisine Olası Etkileri, Haz. Demir, Eren, İş Bankası İktisadi Araştırmalar Bölümü.
- xxviii. <http://www.independent.co.uk/news/business/news/paris-isis-tourism-attacks-impact-money-lost-aftermath-a7205121.html> -last visited in 19.09.2017.
- xxix. <https://www.theguardian.com/world/2014/aug/29/egypt-tourism-revenue-falls-95-percent> - last visited in 19.09.2017.
- xxx. <https://www.theguardian.com/world/2017/sep/12/hurricane-irma-florida-tourism-industry-suffering> - last visited in 19.09.2017.
- xxxi. <http://yigm.kulturturizm.gov.tr/TR,9854/sinir-giris-cikis-istatistikleri.html> - last visited in 19.09.2017.