



**Journal of Tourism and Management Research**

**ISSN: 2149-6528**

**2017 Vol. 2, Issue.1**

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## **Understanding Of Crisis Management In Hospitality Enterprises And Its Effects On Tourism Sector: A Research In Istanbul Region**

### **Abstract**

This study was conducted with the aim of determining the attitudes towards crisis management approaches in accommodation businesses in cases of crises and approaches regarding implementation. The study was conducted in the form of survey forms given to senior managers of a total of 150 4-star and 5-star hotels. Chi-squared test was used in the analysis of the data and the hypotheses. As a result of analyses, it was found that the necessary attention is not paid to crisis management in accommodation businesses, but crisis management is implemented in businesses that see it as necessary; accordingly, managers who see crisis management necessary have previously experienced crises; the businesses that implement crisis management have previously determined crisis management plans, and crises generally affect accommodation businesses negatively based on various variables. Considering the continuity of economic, political, cultural and technological developments in the world, the importance of this study may be demonstrated by the fact that the attitudes of accommodation businesses working in the tourism sector against various crisis situations in Turkey and their implementations influence many indicators in the country.

**Keywords:** *Crisis management, Hospitality enterprises, Management, Tourism, Istanbul*

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### **ORIGINAL SCIENTIFIC PAPER**

Kaptangil, K.

2017, Vol.2, No.1, pp.69-88. DOI:10.26465/ojtmr.2017219496

## 1. Introduction

Hospitality enterprises where tourism potential is especially important and their activities are now facing a challenge as a service item that should be seriously considered in terms of being able to affect many economic activities and indicators in the country besides the GNP. The services provided in the accommodation businesses are seasonal or organizational structures that support the tourism activities that occur in different varieties. Therefore, the economic activity, income, expenditure items and planned strategy in the country's economy should be evaluated. Different markets and customer structures, which are becoming more complex each passing day, have become variables that can be difficult to analyze and tend to change constantly. For this reason that the changing environmental conditions and situational differences, both economically and socially, have the power to influence many national and international economic factors. New market structures and new products have allowed us to see the effects of these changes in many areas, as well as allowing us to observe the effects of these changes at a much more noticeable level due to the fact that they are actually close to each other.

It is possible that we can see the most important examples of this in the tourism sector, which is not a mandatory item when consumption is considered preferable. When looking at the activities of the hospitality enterprises that constitute the backbone of the tourism sector, they must be organizationally flexible structures that are in a serious effort to continuity in modern management understandings; Speed, efficiency, and adaptation to changing conditions will make a commitment and at the same time have to be in a competition that is open to many variables and external influences. Also the strategies in the light of policies against the situations that are expected or unexpected by the enterprises in order to maintain their vary by rating. For this reason, the development of the crisis management and crisis management consciousness that constitutes the subject of the research and the evaluation of the findings which will be obtained at the point of providing the continuity of the enterprises with the present economic results will once more reveal the importance of the crisis management understanding.

Hospitality is according to Lashley (2000) the Joint Hospitality industry congress defines hospitality as 'The provision of food and/or drink and/or accommodation away from home' And enterprise is defined as; economical, technical, social, and legal units that seek to achieve their objectives by producing and/or marketing goods and/or services by bringing production factors together in a harmonious manner and in certain proportions, in order to meet the needs of individuals and/or institutions (Tengilimoğlu, 2008). Hospitality enterprises, whose first examples are based on very old history, have had many definitions over time. Kasanava (2001) have defined hospitality enterprises as: the businesses, whose main function is meeting the needs for accommodation and which is different from other tourism enterprises with this feature, and together with it, having the whole or most of the services such as food and beverage, housekeeping, reception, laundry and dry cleaning.

According to Pizam and Mansfeld (1999); hospitality enterprises are businesses who meet the temporary accommodation, food and beverage, entertainment and other social needs of tourists according to the travel reasons, travel patterns, expectations, income levels and tastes of tourists making use of the tourism sector. In the light of these definitions, hospitality enterprises; are the establishments that are formed within the framework of certain rules and standards established to meet the accommodation, eating, drinking, entertainment and other needs of the traveling individuals.

Parallel to the information given in these definitions, the characteristics of hospitality enterprises can be summarized as follows (Aktaş, 1989; Olali and Korzay, 1993;): hotel business depends on human power; hotel services require close cooperation and mutual

assistance among staff; hotel enterprises serve 365 days a year, 7 days a week, 24 hours a day; they have a dynamic structure; the risk factor is high; hospitality enterprises' need of having a large capital and an effective distribution of work in the establishment and continuing of their activities; the distribution of management work, the organization technique, financing and control activities can be given more space with qualified personnel working in the management of hospitality enterprises; and the volume of customers or the status of providing services may vary according to the season.

Hospitality enterprises; contribute significantly to their countries, in terms of tourism income; besides; they also are a significant source of income for our country as well, when considered that they create hot foreign exchange inflows, regional development, investment employment volume, and the tourism enterprises' contribution in GDP is 13.6% according to data of 2015 (The Travel & Tourism Competitiveness Report, 2014). This situation reveals the importance of the hospitality enterprises and the quality of the goods and services presented, which are the most important inputs of the tourism industry, and accordingly the importance of effective crisis management to be implemented in the enterprises. The sustainability of the efficiency in the enterprise is related to the reactions to crises that develop within and/or outside the enterprise; as well as the quality, distinctness and diversification of goods and services offered. A negative attitude in the moments of crisis can damage the situation of the enterprise in the market.

According to the report of Turkish Hoteliers Federation (TUROFED) in 2008, when the effects of the sectors to which the hospitality businesses are associated and the place and the importance in the economy are taken into consideration; the tourism sector is the sector that contributes the most to the economy in terms of multiplier coefficient. Tourism in Turkey has been the fastest developing sector in 20 years, despite the ups and downs encountered in the country. Moreover, the share of tourism in national income increased four times in this period. Hospitality enterprises and food and beverage units have been determined to be contributing to the whole of the country's economy, not only by purchasing goods and services but also in terms of being related to new investments and renewal of investments. In addition, tourism investments create employment faster than other sectors and tourism has the least import dependency also in employment areas as well.

Having a significant importance by hospitality enterprises in tourism industry, and by tourism industry in the overall economy, requires the management structure to be strong. Management, in terms of hospitality enterprises (Sener, 2001), is defined as; organizing, directing, coordinating and controlling the activities of the organization, in order to maximize profitability, to increase motivation by integrating the aims of the employees with the objectives of the business, and to create a positive image in the social environment of the enterprise, in achieving the objectives of the enterprises. For this reason, due to their important position, management is considered to be both the most powerful and the most important function for hospitality enterprises (Kozak, 1998). However, in hospitality management; management and decisions are very important; and it is necessary that crisis situations, as can be seen in other sectors, can always arise and new strategies should be applied by taking certain decisions against these situations. In hospitality businesses it is possible to link the emergence of crisis situations to internal and external causes.

Generally, external causes may arise from situations that are based on sudden and diverse causes such as international relations, natural disasters, and changes in economic and political conditions, cultural differences, technological changes, terrorism or demonstrations. The internal causes of the crisis can originate from the services or the structure of the organization. Thus; the application phase of the research, especially because it is applied right after the crisis situations in Istanbul, gave the managers the opportunity to answer the questions asked

by analyzing the current situations in the field study in hospitality enterprises; and this has raised the idea that research has been shaped in the light of more accurate information. As a result of the reasons we mentioned; the different crisis situations that have emerged are also described as crises by hospitality enterprises which constitute the main topic of our research; and as can be understood from the results of the study, these crisis situations have been tried to be overcome with different strategies, thoughts and understanding. However, it will be useful to specify what situations can be characterized as crisis, and which aspects of crisis situations can affect hospitality enterprises.

## **2. Literature Review and Hypotheses**

### ***2.1 Crisis Management***

The crisis is a situation of tension, which is unexpected and unpredictable and must be responded quickly and urgently, threatening the present values, aims and assumptions of an organization or an enterprise, by making the understanding and adaptation mechanisms of the enterprise incompatible (Turofed Magazine, 2010: 38).

In China, the crisis is expressed by two symbols: "Wei-ji", meaning "opportunity" and "threat". These two symbols attribute both positive and negative meanings to the crises. While handling the crisis; it is necessary to take into account that the crisis carries the seeds of success as well as the roots of failure (Augustine, 2000). In other words, the crisis can have positive and negative features in its own structure; and which of these characteristics will dominate depends on the organizational managers' crisis management skills (Pira and Sohodo, 2004). While crisis patterns are different; they also have their own standard conditions. As the crisis period brings threats and troubles, the opportunities presented provide many advantages to the ready-to-crisis managers, which are often closely related to the managers' approach to crises and crisis situations (Degester, 1984).

Crisis management has some basic features. Accordingly, crisis management is a special form of management. It suddenly emerges, a sudden reaction is required; however, in situations where they cannot be realized in correct timing, they arise in a structure that will affect and harm enterprise performance (Çiçek and Kılıç, 2001). In the crisis period, there is a serious uncertainty and stress emerging in the enterprises. The image, assets and profitability of the enterprises are seriously endangered. The organization may come to terms with events that can make it difficult and impossible to carry out its activities. However, despite these negative factors that may arise, the most important feature of the crisis is its manageability. The management of the crisis is based on ensuring that the crisis is avoided with minimized loss and damage. However, this requires additional expertise, and therefore, creates additional cost to the organization. Crisis management is closely related to strategic management principles. It is a complicated process, and enables the organization to be prepared for the crises that it may face in the future and to get rid of them (Özgen, 1996).

However, it must be understood that any stress situation that occurs should not be perceived as a crisis. In order for a situation to be regarded as a crisis, it must be critical and threatening to the organization. If the crisis is taken into consideration in terms of tourism industry can be defined as; "a threat to the ordinary activities of the tourism sector, which causes tourists and other elements to enter into negative thoughts, resulting in a decrease in demand for the region, a decrease in the number of tourists and income, and inability of the activities of the enterprises to continue" (Aydın, 2002).

While the economic, legal and political, natural, technological, socio-cultural and international factors that can be shown as the causes of the crisis constituting the external factors affecting the enterprises; organizational and managerial structure, insufficient management and financial structure constitute the internal factors leading to the crisis in

enterprises (Akıncı, 2010). The interaction and degree of internal and external factors that the enterpriser possesses plays a major role in the emergence of these factors, crisis and its severity. And this interaction is confronted by three dimensions: the degree of commitment between the enterprise and the environment, the positive or negative perception of the crisis, and the sensitivity of the enterprise in changes (Milburn, 1983). As a result of evaluating these dimensions together; crisis management refers to a form of temporary administration that is implemented during the crisis conditions, aiming to normalize the situation (Ergunay et al., 2008). For this reason, crisis management is a continuous process that includes normal times outside the crisis period, and is a complex process that ensures that enterprise is always ready for the crisis.

Crisis management, which is very important for businesses, has been tried to be solved over time, and various approaches have emerged in this process. Crisis management approaches; which can be categorized as escape from crisis, crisis resolution, reactive (therapeutic), proactive (preventive) and interactive (interactionist) approaches (Akıncı, 2010). The escape approach in crisis management includes strategies to alleviate or avoid unwanted situations. However, in order to escape from the crisis, it is necessary to continuously monitor the external environment and to develop methods of prediction for the future, in terms of quantity and quality. The approach to solving the crisis predicts; not only to follow the pre-crisis situation closely and take precautions, but also to act at the appropriate time to solve the problems during the crisis period. The ideal of this approach is to transform the crisis into success. Conversion of the crisis into success requires active intervention by the management. Proactive approach has an aggressive nature; and is carried out during the periods when the crisis is not clearly occurring. Proactive approach; is a conservative approach that predicts the crisis by always considering the possibility of crisis before it emerges, is prepared for the crisis, and takes precautions to adapt itself to changes in the environment in time (Özden, 2009). In the reactive approach, a type of management emerges that urgently seeks the answer of the question "There is the crisis, and what should we do now?" that exists in the form of general management of companies and becomes evident in the case of general crisis. Enterprises and organizations that adopt this approach; instantly think about what is going to be done by collecting an authorized committee at the moment of crisis and try to make a decision. The interactive approach considers the crisis process in a holistic manner with pre-crisis, crisis period and post-crisis period. The interactive crisis management approach involves the activities of continuous organizational learning and control, in line with the knowledge gained during the crisis management process.

Here, another point that needs to be emphasized; after determination of the situation as the emergence of a crisis; is to determine in which phase the crisis the enterprise is. Crisis for the businesses is examined in 3 phases; pre-crisis, crisis period and post-crisis period. The pre-crisis period is the starting point that holds the indicators. The ignorance of the indicators will cause the conditions to become negative. The process of crisis formation consists of three different stages: blindness, which is the first occurrence of a symptom; following that, the absence of action; and false action (Weitzel and Johnson, 1989). Failure to receive or ignore the signals causes the enterprises to transition to the crisis period. The crisis period consists of two main sections; the first is the acute phase, in which, the physical, financial and psychological problems that the enterprise and its surroundings feel are on their peak, there is increased complexity and tension in the enterprise, and the employees have moved away from creativity and their performance decrease to the unpreventable dimensions (Tüz, 2001: 18); And the second is the chronic crisis (Kash and Darling, 1998), in which events are subsided and the severity of the crisis begins to decline. And the post-crisis period is also a solution or decadence phase. It is the last chance to respond to the crisis that the organization has fallen

into. The organization uses internal and external sources to solve the crisis, and tries the ultimate remedies. In the last stage, if necessary steps cannot be taken and the appropriate answers cannot be given, there is no possibility of solution of the problems for the organization and the collapse is inevitable like the death of the serpent who cannot change its cover over time.

## ***2.2 Crisis Management in Hospitality Enterprises***

Hospitality enterprises are among the businesses that are exposed to crises that are both internally and externally originated, due to their structures and their products (Harper, 2001). When evaluated by the national economy, hospitality enterprises, which are strategically important in addition to their financial size, are one of the sectors most exposed to crisis periods due to their being completely human oriented. However, in hospitality enterprises; there are also factors that cause a crisis originating from non-business elements, independent of the management style and the elements under their control (Dinçer, 1998; Şimşek, 2002; Tüz et al., 2004;). Among these; natural factors; earthquake, flood, landslide, political and legal factors; changes in state policy, legal structure, political intervention, economical factors; increase or decrease in supply and demand for enterprise products, difficulties experienced in resource availability, and intense competition can be expressed. Social structure, which is another factor; change in human relations and value judgments in the territories where the business operates; cultural problems or a security problem that may arise; the region in which the employer is located has security vulnerabilities such as war, terrorism, crime incidences and epidemic disease; can reduce the tourist demand and bring crisis to the hospitality enterprises. And technological conditions are; since every new technology, on the one hand, provides a more efficient competition, more efficient operation and therefore higher economic activity; on the other hand, it brings the requirement for many changes in hospitality enterprises and it also brings many problems (Akdoğan, 1999).

In hospitality enterprises, the reasons for the crisis can also arise within the enterprise. Among these, the unwanted events that can cause crisis are determined as; problems in service; various types of poisoning, especially from food; theft, kidnapping, or death events that may occur in the enterprise; conflicts between personnel and with the customers (Uzun, 2001; Yilmaz, 2004). In addition, the managers' can get enterprise into crisis when they have insufficient knowledge, skills and foresight. (Dinçer, 1998), Communication, leadership and organizational structure have also been identified as internal elements that can trigger the crisis (Uzun, 2001).

The management of these situations, which can create crises in hospitality enterprises, is also considered as three dimensions before, during and after the crisis period. As a precautionary measure during periods, when the crisis has not yet occurred, each enterprise must first establish a management plan against possible crisis situations. At this stage; it is important to remember that preventing the crisis, means preventing the business from suffering financial and moral harms. In the framework of the plan to be created, it is necessary to form a team to take charge of the management of crisis situation, to determine warning signals against possible situations, and to prepare crisis scenarios. Communication plans to be implemented in case of any crisis in the crisis scenarios that are created must also be decided. In order to be alert to any situation that may occur; enterprises have to perform additional internal and external environmental analysis regularly and when non-routine situations are noticed. Possible crises and/or threats arise after creating scenarios and analysis. At this stage, enterprises illuminate their position regarding the possibilities, and they are also able to take precautions against possible crises. Finally; in order for the enterprise to be alert as a whole against the crime, the personnel also should be informed about the subject and they should get

included in the processes. In the case of the crisis cannot be realized beforehand; it is of the vital importance for passing through the period with minimum harm, that; using scenarios in accordance with the cause of the crisis, if there is not any, developing new strategies without any errors that are appropriate for the position of the enterprise and/or the size of the crisis. In the event of ending the crisis, the business must conduct an analysis of the crisis in order to avoid meeting with the same situation again.

After the crisis, in the hospitality enterprise; to remove the negative effects of the crisis and to follow a new development process in the organization; by evaluating the last crisis environment; ensuring that the crisis team is transformed into an in-house development group, initiating a systematic training process, by renewing the training schemes taking the training requirements of all personnel into account, engaging in public relations activities related to the touristic area or the enterprise, preparing a development program for the managers, preparing vision and mission statements for the long-term productivity and effectiveness program, the development of new skills at the employee level and creating the opportunities to use these skills should be carried out (Tapani, 1997; Tutar, 2000).

Based on the aforementioned discussion above, the current study claims that "hospitality enterprises' managers are not showing the necessary insight to crisis management". Thus this study proposes the following hypotheses;

**Hypothesis<sub>1</sub>:** *Executives who see crisis management as necessary implement crisis management in their enterprises.*

**Hypothesis<sub>2</sub>:** *There is a crisis management plan in the entities that implement crisis management.*

**Hypothesis<sub>3</sub>:** *The crisis affects hospitality enterprises negatively.*

**Hypothesis<sub>4</sub>:** *Crisis-experienced managers consider the crisis management as necessary.*

### **3. Methodology**

#### **3.1 Data Collection and Sampling**

Crisis periods may arise from macro or micro external environmental factors affecting the enterprise, but also from sudden and situations that requires interfering, which may occur due to the problems that may arise in the operation of the internal environment of the enterprise at the same time. For this reason, the Istanbul region has been accepted as a research area because of the fact that it is a touristic attraction center and because of the excess of tourism investments due to its cosmopolitan structure. And a total of 150 hotels, 93 of them being 4 stars and 57 being 5 stars registered to the Ministry of Tourism were included in the study and within this context, the general managers, directors and department managers were interviewed and a survey was conducted.

The survey has been applied to employees at the management level because it's subject was the crisis management practices; In addition, the prospect of the research carried out has been doubled; especially because of the events and their results in Istanbul in the recent past have created a crisis situation in terms of hospitality enterprises as well as in many sectors. Among the managers of the 150 hospitality enterprises surveyed, 19 of them are general managers, 26 are deputy general managers and 105 are department managers. 49 of the managers are female and 101 are male. In the light of the data obtained in terms of their duty terms; 24 managers have 1-5 years of managerial experience, 42 managers have 5-10 years, 52 managers have 10-15 years, and 33 managers have 15 years and above of management experience. And when we classify 150 hotels within the scope of the survey according to their numbers of employees; 67 of them have 250 employees and below, 40 of them have 251-350

employees, 17 of them have 351-450 employees, 10 of them have 451-550, and 16 of them have 551 and more employees.

#### 4. Findings

The hospitality businesses operate in the service sector as a function of their fields of activity, it is natural that there are different objectives of the service enterprises than the product-producing enterprises, due to having the human as the focus of their activities. In crisis situations, in the same way; there may also be differences in the objectives observed between product-producing businesses and service providing enterprises. Within the scope of the research, the targets of the managers of hospitality enterprises are presented in Table-1.

**Table 1:** Objectives of hospitality enterprises

<b>Objectives</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Profitableness	122	32,88
Customer Satisfaction	109	29,38
Business Sustainability	77	20,75
Social Benefits	40	10,78
Reaching New Markets	23	6,19
<b>Total</b>	<b>371</b>	<b>100</b>

When examining the aims of hospitality enterprises, it is possible to say that the primary objectives of the enterprises are profitability (32.88%), followed by customer satisfaction (29.38%) and continuity of the business (20.75%). At the same time, the lowest rate among the purposes of hospitality enterprises is identified to be opening to the new markets.

One of the most important points to be identified in this study of crisis management in hospitality is undoubtedly whether there are crisis management plans in hospitality businesses for situations that can be described as crisis. As a result of research; 68% of the enterprises surveyed (102 enterprises) do not have a crisis management plan. On the other hand, there are crisis management plans in 48 enterprises. In addition to this, another point that needs to be determined is in which rate the opportunity of implementing these plans are being realized in the process. According to the information received from managers participating in the survey, 65% of hospitality enterprises (66 enterprises), which currently have crisis plans, had the chance to implement their plans; the remaining 36 enterprises did not find the opportunity to practice, despite the fact that they had their crisis plans. In terms of crisis management, businesses may differ in many respects, from policies to management, to understanding of management or to objectives. At this point, there are a number of reasons for the managers to prepare their crisis management plan. These reasons are given in Table 2 together with percentages.



**Table 2:** Causes of crisis management plan

Reasons	Frequency	Percentage (%)
To use business resources more effectively in crisis situation	44	29,33
To struggle more effectively with uncertainty in crisis situations	38	25,33
Not be repeted difficulties experienced in previous crisis	26	17,33
To reduce customer dissatisfaction and brand value losses that may ocur in crisis	21	14
T avoid losses in competitiveness in crisis situations	18	12
Other reasons	3	2
<b>Total</b>	<b>150</b>	<b>100</b>

As the reasons for these plans, managers who planned to implement crisis management in their enterprises have stated that: 29.33% of them have aimed the more efficient use of enterprise resources in crisis situations; 25.33% of them have aimed to be able to combat more effectively with the uncertainty in crisis situations; and 17.33% have aimed avoiding the difficulties experienced in previous crises.

Regarding crisis management; the strategic plan implemented by hospitality enterprises to prepare a management plan is, in a sense, concerned with the expectations of businesses in crisis situations. For this reason, the strategy that businesses will follow in crisis situations can be related to how they perceive crisis situations. In the research regarding this subject, 88.2% of the hospitality enterprises' managers are seek to pursue a solution while following an active strategy in crisis situations; while 10.5% of them see it as the first step to determine the effects of the crisis on the enterprise, and if the crisis does not have a direct negative impact, they would prefer to wait for the crisis to be passed. In addition, 1.3% of the directors prefer to ignore the crisis by maintaining their existing strategies in crisis situations. However, in this case; it is necessary to determine what type of crises the hospitality enterprises are affected by. This is because; the effects of the macro factors, which are developing or changing, on the enterprises can be perceived at different rates. Responses given by managers in the types of crises affecting hospitality enterprises, which we can consider as open systems to the environmental interactions, are presented in Table-3.

**Table 3:** Types of crisis affect hospitality enterprises

Type of Crisis	Frequency	Percentage (%)
Economic and Financial Crises	113	16,96
Terror Attack	89	13,36

Natural Disasters	77	11,56
Epidemic Diseases	71	10,66
Disruptions in Service	65	9,75
Problems Originated by Hotel Costumers	58	8,78
Disruptions in Hotel Products	51	7,65
Intermediary Problems	49	7,35
Theft	34	5,10
Problems Originated by Hotel Employees (strike, non-attendance, illness)	33	4,95
Accidents at the Hotel	21	3,15
Other	5	0,75
<b>Total</b>	<b>666</b>	<b>100</b>

When we look at the types of crises that affect hospitality enterprises, the economic and financial crises are seen as the most important factor affecting the enterprises by the managers with the ratio of 16.96%. It is followed by terrorist attacks with 13.36%, natural disasters with 11.56% and epidemics with a rate of 10.66. If we examine this scene in general; we can say that, the executives of hospitality enterprises generally see external influences as the reasons for crises, which will affect their enterprises more than the internal elements. In this case, the managers' defining the deficiencies caused by the operations in their enterprises are less characterized as crisis; and that they perceive macro factors outside their control as factors that create crisis situations, rather than micro environmental factors they can control. In addition, the examination of the factors that cause the emergence of crises affecting hospitality enterprises gives important information about the situations that can cause the crisis, which are mentioned above, and the reasons for the crisis are given in Table-4.

**Table 4:** Causes of situations in hospitality enterprises

Reasons of Crisis	Frequency	Percentage (%)
Economic and Political Situation	138	22,18
Natural Disasters	102	16,39
Situations originating from intermediary firms	82	13,18
Management Faults	77	12,37
Unaware of the approach of the crisis	62	9,96
Incorrect analysis of current situation and future	51	8,19

Customer dissatisfaction	42	6,75
Inadequacy of qualification staff	33	5,30
Control Inadequacy	26	4,18
Organizational disruptions	9	1,44
<b>Total</b>	<b>622</b>	<b>100</b>

In the case of the hospitality enterprises, in view of the reasons of crisis situations affecting their businesses in line with the views of the managers; the first place is the economic and political situation with 22.18%. In our country; considering the development of the tourism sector and its contribution to the national income, and that many events can seriously affect the economic and political situation indirectly; it causes significant effects in the service sector, as it does in many other sectors. These effects are also seen by managers as the most important cause of crisis situations. The second of the causes of the crisis is seen as natural disasters with a rate of 16.39%, followed by intermediary firms with a rate of 13.18%. When you look at the causes of the crisis; it is possible to observe that macro and micro external environmental factors are more effective. Hospitality enterprises' managers, therefore, have indicated that crises often arise from non-entrepreneurial factors, which may indicate that intra-enterprise managerial activities are more easily controlled and that they can be interfered as quickly as possible before they turn into any crisis.

When we examine the effects of crisis management on the businesses of hospitality enterprises' managers, and the causes that give rise to these effects, in fact, it turns out that the views of the managers on the crisis are also an important issue. Because, in addition to ensuring the continuity of the businesses, the desire to achieve the stated goals can change proportionally with how the enterprise perceives the crisis in the emerging crisis situations. At this point, what the crisis means for the managers of the hospitality enterprises is also important. As a result of the answers to the question of what the crisis means for managers, 82% of the managers stated that the crisis expresses both opportunity and danger, 13% of the managers see the crisis as a danger and 5% see the crisis as only an opportunity. The fact that the proportion of managers who see the crisis as both a danger and an opportunity is so high; shows that the managers might have the idea of turning the situation, the strength of their enterprises or their basic abilities to an opportunity in the case of crisis. However, as already mentioned, the perception of the crisis by the enterprises and the reaction that this crisis creates also determines the strategy of the crisis situation of the business. Implementation of this strategy is only possible with an effective understanding of crisis management. The results of the review carried out for the necessity of crisis management are given in Table-5.

**Table 5:** Necessity of crisis management in hospitality enterprises

<b>Necessity of Crisis Management</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Absolutely Necessary	71	47,33
Necessary	65	43,33
Undecided	9	6

Unnecessary	3	2
Absolutely Unnecessary	2	1,3
<b>Total</b>	<b>150</b>	<b>100</b>

It is possible to say that a large majority of managers in hospitality enterprises think that crisis management is necessary. When we look at the total rate; in a ratio that exceeds 90%, managers see crisis management practices as necessary. While, this rate is not in line with the implementation rate of crisis management; managers are aware of the importance of the understanding of crisis management, however, it shows a serious lack of implementation.

As mentioned earlier in the research, hospitality enterprise managers, although they generally consider crisis management to be necessary, do not implement a crisis management plan in their enterprises, however at the same time, they see the crisis as an opportunity as well as a dangerous situation. At this point, managers see crisis management necessary at a very high rate, while they do not plan for crisis management in their business. Moreover, when examining the implementation situation in the enterprises making the crisis plan, as we have mentioned before, they found a chance to practice at a rate of 65%. The data obtained in order to explain the situation that emerges here is; in crisis situations, besides the vast majority of the administrators follow an active path and seek solutions; they point out that they do not have a crisis plan although they find the crisis management plan necessary. In this case, if the managerial plan and initiative is assumed to be used in crisis situations, another thing to be explained is; what the thoughts of managers about crisis management are. The managers' thoughts on crisis management were tried to be explained in Table-6.

**Table 6:** Thoughts of administrators about crisis management.

<b>Factors</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>Arithmetic Average</b>	<b>Standard Deviation</b>
Crisis management is a completely unknown issue by managers	41,44	44,14	8,10	1,80	4,50	4,162	0,947
Crisis situations enable businesses to be informed about the crisis	25,22	54,04	18,91	1,80	0	4,009	0,719
Crisis is a situation that can lead to different situations and therefore comprehensive preparations should be made	5,405	28,82	38,73	25,2	1,80	3,108	0,908
Crisis management is a luxury activity that requires speciality for businesses.	11,71	8,10	25,22	49,5	5,40	2,711	1,090

Crisis management is effectively implemented in our business.	8,10	16,21	18,01	44,1	13,5	2,612	1,153
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When we look at the thoughts of the administrators about the crisis; it appears that they have the idea that crisis management is not fully understood by the managers. At the same time, it is possible to say that managers state that crisis situations are informative. In addition to this, we have also gained knowledge that managers, from previous data, has provided the knowledge that crisis management is necessary but not practiced, and that managers think that the crisis management is not a luxury activity that requires expertise. When we look at the mean and the standard deviations, we see that managers have also informed that crisis management does not apply effectively in their businesses.

**Table 7:** Implementation rates of crisis management by managers.

Implementation of Crisis Management	Frequency	Percentage (%)
Applying Crisis Managemet	50	33,4
Undecided about implementation	20	12,8
Not Applied Crisis Management	80	53,8
<b>Total</b>	<b>150</b>	<b>100</b>

In the light of the data obtained, when one of the research hypotheses (H<sub>1</sub>): "The crisis management plan is being implemented by the enterprises that regard crisis management as necessary" is tested, it is found that; 33.4% of the enterprises implement crisis management, 12.8% of them did not make a complete decision about implementation, and 53.8% of them did not apply; and when the results obtained in relation to the necessity of crisis management in the study are evaluated by chi-square test; within the Asymp Sig. Value (p = 0.015, p<0.05) data; it can be concluded that there is a significant relationship between the variables. At this point, we accept the hypothesis by reaching the conclusion that the enterprises which regard crisis management as necessary apply crisis management. In situations of crisis that may arise, businesses that demonstrate the necessity of crisis management implement the crisis management.

**Table 8:** Crisis management plan in enterprises.

Enterprise Has Crisis Management Plan	Frequency	Percentage (%)
We have a crisis management plan	41	27,6
Undecided about Having a Crisis Management Plan	34	22,8

We have not a crisis management plan	74	49,6
<b>Total</b>	<b>150</b>	<b>100</b>

At the point of the analysis of another hypothesis of the study (H<sub>2</sub>); "The crisis management plan exists in enterprises implementing the crisis management"; as the result of testing the implementation of the crisis management plan of the enterprises, where the crisis plan exists; the cross-check analysis of the rate of the enterprises that have the crisis management plan as 27.6%, and the rate of irresolute ones as 22.8% and the rate of the enterprises that don't have a crisis plan as 49.6%, with the enterprises that implement a crisis plan, Asymp Sig ( $p = 0.011$   $p < 0.05$ ) is considered to be significant, and the hypothesis is accepted. At this point, it is revealed that the enterprises that implement crisis management have crisis management plans.

**Table 9:** Negative effects of crises on enterprises.

<b>Negative Effects of Crisis</b>	<b>Arithmetic Average</b>	<b>Standard Deviation</b>
Staff stress levels increased	4,884	0,654
Fear of job loss increase at personnel	4,851	0,231
Reduction or cessation of investments	4,834	1,021
The crisis has created negativity in general	4,777	0,514
The sector are adversely affected	4,656	0,778
The quality of service has dropped	4,645	0,369
Cost increases	4,554	0,748
Increased idle capacity	4,511	1,032
To reduce the number of booking	4,448	0,745
Decrease in profitability	4,398	0,891
Reduced efficiency and motivation	4,391	0,654
Decrease in sales	4,245	0,865
Decrease in hospitality prices	4,223	0,688
Decrease customer satisfaction	4,025	0,557
Increasing competition	4,012	0,554
Increasing financial uncertainty	4,003	1,206

Changes in organizational aims	3,987	0,984
Increase the rate of staff turnover	3,854	1,122
Increase in operating expenses	3,623	1,335
The crisis was seen as an opportunity	3,254	1,698

When the crisis is evaluated in terms of hospitality enterprises, the negative effects are accepted with a very high percentage and the reasons for this have been put forward. In Table-7; as the result of evaluating the elements of the negative effects of the crisis in general; it is concluded that, the fear of stress and loss of work has increased seriously especially for the employees, at the same time, the idle capacity of the enterprise have increased, investments have decreased and the sector have been adversely affected. A related multiple regression analysis was conducted in the analysis of the hypothesis (H<sub>3</sub>) "The crisis affects hospitality enterprises in the negative direction", and the R<sup>2</sup> value is calculated as 957. This rate shows that the analysis performed can be explained as significant by independent variables, which are considered as dependent variables, when the reliability degree is taken into account. Sig.F. Value of .000 indicates that the significance level of the result is sufficient. As a result of this analysis, it was found that the degree of influence was significant by accepting the hypothesis that the crisis affected the hospitality enterprises negatively.

**Table 10:** Crisis experience of managers.

<b>Crisis Experience</b>	<b>Sayı</b>	<b>Yüzde (%)</b>
I've experienced crisis before	43	%28,7
I've never experienced crisis before	107	%71,3
<b>Toplam</b>	<b>150</b>	<b>100</b>

In the analysis of the expression for another hypothesis of research (H<sub>4</sub>): "Managers with crisis experience consider crisis management necessary", the managers who do not have crisis experience previously have a rate of 71.3%, and the rate of managers who have experienced crisis before is determined as 28.7%. Another indicator, the chi-square test of the findings of the answers taken at the point where the crisis management was deemed necessary, Asymp Sig. Value (p = 0.023 < 0.05) shows that there is a significant relationship. As a result of this evaluation, the hypothesis is accepted as the analysis result; and we have reached the conclusion that managers, who have experienced the crisis, deem the crisis management necessary.

## 5. Conclusion, Implications and Limitations

Administrative measures emerging as a result of socio-cultural, economic and technological evaluation of ever-changing and developing human needs tend to be the answer to more and more problems. It is of utmost importance that the unexpected situations that may arise in this subject are determined in advance, the risk factor is identified and the managerial preferences that can be monitored are planned. If we define the different crisis situations that may arise,

whatever their cause, as the ones where the risk is the greatest and cannot be controlled, it is necessary to evaluate the crises that might emerge, from the point of view that the enterprises can sustain their continuity. If it is considered that different strategies are followed by enterprises in crisis situations that may occur in many sectors; it is thought that the approaches of the hospitality enterprises, which we have set as the study area in our study, to the crisis situations will give an explanation to the tourism concept in the country first and then to the management style in the sectoral sense.

First of all, when we look at the purposes of businesses; it is possible to say that customer satisfaction as a necessity of modern management and profitability is mainly aimed; because 62.2% of the hospitality enterprises involved in the research have brought these two elements to the forefront. Given the sectoral and macro-level indicators, we see that enterprises that are implementing crisis management focus on being able to use their resources more effectively, especially in cases of crisis, and to fight more effectively in uncertainty, especially in view of the factors that force them to make a crisis management plan. While 54.6% of managers participating in the survey concentrated on these two factors, it is revealed that enterprises are less interested in competitive power, brand value and therefore customer satisfaction in crisis situations (26%). At this point, in the light of the variables that emerged in crisis situations, it is possible to conclude that enterprises avoid giving the necessary emphasis on the customer satisfaction, which is generally shown as an objective by them, during the crisis periods.

In the event of crisis, it is very important for the enterprises to use the decision making mechanisms, and at the same time to be able to perceive the crisis environment in advance. The fact that each information that will be obtained is a crisis state indicator, which is proportional to the correctness of the information obtained. For this reason, the determination of the crises that are thought to affect the hospitality enterprises is also important for the implementation of the crisis management. According to the information provided by the managers participated in the research, it is stated that hospitality operations are mostly affected by economic and financial crises. This is followed by terrorist attacks, natural disasters and epidemics. According to the executives, in hospitality enterprises in general, the conditions arising from their employees, or the accidents that may occur in the enterprises, cause crisis at the lowest rates. However, according to the businesses, the problems that may arise from the customers are not seen as a serious cause of the crisis.

In the light of this data; we can arrive at the conclusion that the macro external environment factors, which are not controlled by the hospitality enterprises in general but influence them to a great extent, affect the hospitality enterprises that are open systems with the economic, sociopolitical and natural environmental factors. In general terms, enterprises do not see the micro external environmental factors they can affect and the problems caused by their own internal dynamics as a cause of crisis. Likewise, when evaluated in a smaller framework, the conditions considered as crises in hospitality enterprises are also mostly affected by economic and political reasons and natural disasters; while the third source of the emerging crises is the intermediary companies. From a critical point of view, it can be thought that, the fact that businesses do not see their own internal operations as a cause of crisis can be caused by the fact that businesses do not want to show their internal problems at a level of importance that can be perceived as a crisis to competing businesses and consumers. At the same time, it should also be taken into account that this may also arise from deficiencies and gaps in the way businesses operate and supervise themselves.

The data obtained on the necessity of crisis management generally reveal that crisis management is a necessary management style in a high percentage (90.66%). However, in another case in the same plane; when the managers' crisis management application rates are examined, the rate of administrators who apply crisis management is as low as 33.4%, while



the rate of managers who do not implement crisis management is 53.8%. The ratio of those who are hesitant at the point of crisis management practices is determined as 12,8%; this ratio can be regarded as a relatively high rate in terms of businesses, since it is considered in long processes such as management style and creates an uncertain environment for a planned factor. The inconsistency and proportional imbalance between these two data led us to identify the factor that prevented us from implementing this thought structure. At this point, the fact that crisis management is not fully known in the answers received, the seriousness of crisis situations and the necessity of experiencing a crisis to prevent them has been the forefront elements. In addition, together with the fact that the managers who think that crisis management is implemented effectively are relatively low, it can be considered that the answers of the managers who think that crisis management is a luxury activity are in a low rate and this is caused by the lack of knowledge and experience at the point of crisis management.

In line with the information obtained from the businesses; another factor that comes to mind when the data on which the crisis plan is not usually implemented or absent is that the negative effects', which the crisis has caused, level of importance for the enterprises. At this point we can look at the extent to which the overall objectives of businesses are affected by negative factors in the crisis environment. At the point of profitability, customer satisfaction and continuity of the business as stated in Table-1, the negative situations in the crisis environment mainly increase the stress levels on the employees, they cause employees the feelings of losing their jobs, and the crisis is perceived more broadly in general or in sector. For this reason, in parallel with the objectives of the enterprise, in crisis situations, businesses perceive the crisis as a general situation and avoid a different management style, by perceiving the dynamics of products or services and the accepted business dynamics in the market differently. Another reason for this is the fact that the managers who have experienced the crisis are less and the necessary administrative measures for the enterprise are not fully understood.

As a general evaluation; when it is thought that the crises experienced in our country and in the world affect the persons, enterprises, markets and consequently the entire macro factors; it would not be wrong to say that the hospitality businesses in our country do not attach importance to the crisis management as much as they need to do, however they find it necessary while the reason for that is their experiencing the crises in the past. The establishment of a sense of crisis management allows the enterprises to realize their objectives in a healthier manner in a modern management understanding, given that crisis situations may cause temporary or permanent consequences. To be able to make the least damage from crisis situations is only possible by predicting them beforehand based on numerical data, determining an effective management style, and enterprises' adopting the management understanding in crisis situations with all their dynamics.

In addition, we should state that personal preferences and answers are an important limitation in scientific research due to the human factor of research in social sciences. Also time and cost limitations have been considered in determining the number of samples over the main mass in the study, but it has been tried not to be lower than the representative mass of the sample. It is another limitation that must be taken into consideration that the information given by the interviewed managers when they take into account their operational positions can give limited information about the entire operator Istanbul was chosen as the region most affected by the cosmopolitan structure, especially at the same time that the touristic activities were more experienced in crisis management. However, in future research, the search for approaches to crisis management in different regions will lead to the broadening of the limitations of the research. In addition, the fact that the understanding of crisis management is

not fully known or perceived in different dimensions can limit the scope of the research to a certain extent. Time constraints and other limitations in researching volunteer-based participation of managers representing the community to be investigated in the research. Possible new studies may lead to different outcomes for different hospitality enterprises or managers to be examined.

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