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Examining reviews on hotels' measures about COVID-19 from a value cocreation and value codestruction perspective

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Abstract

Purpose – In the research, posts that tourists accommodated in the hotels during COVID-19 pandemic shared on TripAdvisor website about pandemic measures taken by establishments, have been analyzed within the context of value cocreation and codestruction. In addition, the study also aims to evaluate effects of posts by tourists on scores they give to the hotel, perceiving the hotel as safe, recommending and their intention to revisits.

Design/methodology/approach – In total, 1,119 reviews over TripAdvisor about 109 hotel establishments, which have safe hotel management certificate in Alanya, were examined, and they were coded in SPSS program with binary coding for positive and negative situations separately. For the analysis of associations between reviews about pandemic measures and the scores that tourists give to the hotel and their behavioral intentions, multiple linear regression analyses with dummy variables and Chi-square tests were utilized.

Findings – The study revealed that perceptions of tourists about pandemic measures have a significant effect on the scores they give to hotels, and this effect is asymmetrical in positive and negative situations. Negative perceptions cause much greater impact in terms of value codestruction than positive ones within the context of hotel evaluation and value cocreation. It has been observed that behavioral intentions of the tourist are formed and differentiated according to the characteristics of reviews.

Research limitations/implications – Apart from contributions to the theory and managerial implications, this study has some limitations. The biggest limitation of the research is that both value cocreation and codestruction are evaluated from the perspective of tourists. On the other hand, touristic service producers and suppliers are the one of the most important components in value cocreation and codestruction. Therefore, it is important to examine the value cocreation and codestruction initiatives of touristic service producers and suppliers in future research studies in order to offer a holistic perspective to the pandemic process. In this context, it is important to examine the pandemic measures implemented by food beverages, tour operators, travel agencies, car rentals, entertainment business and so on in future research. In addition, responsibilities of employees and customers, which are important components in the management of the pandemic process, should be evaluated in future research studies.

Practical implications – In the research, it has been established that tourists perform value cocreation and codestruction through their posts. In tourism establishments, formation of attitudes and behaviors of tourists for value creation on social communicational networks is possible through detection, amelioration and/or removal of factors causing value codestruction. Therefore, it is obvious that if hotel establishments concentrate on initiations about pandemic measures and compliance to measures, value cocreation attitudes and behaviors of tourists on social communicational networks will thus improve. Value cocreation attitudes and behaviors of tourists on social communicational networks are likely to have a function as an important strategical tool for supporting competitiveness and survival of the accommodation establishments.

Originality/value – The number of studies analyzing how value cocreation and codestruction occur on social communicational networks and the effects of these processes upon behavioral intentions of tourists is limited. With this aspect, this study is considered to fill this gap in tourism literature.

Keywords Value cocreation and codestruction, Behavioral intentions, Three-factor theory, Social media, COVID-19

Paper type Research paper



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1. Introduction

The COVID-19 pandemic, which has made its economic and social effects intensely felt through prolonged lockdowns, travel restrictions and social distance applications, is causing changes in business activities and consumer habits. Particularly service dominant sectors, where interaction between customer and business is high, are being significantly affected by the change caused by pandemic. Tourism sector, which is substantially affected from crises occurring in international scale (economic, social, environmental, political, etc.), and within a direct or indirect relation with so many sectors, is among the sectors in which the effects of pandemic are most intensively seen. Statistical indicators show that, during pandemic, international travel activities decreased by 87% (UNWTO, 2021).

With the decreasing number of pandemic-related cases because of the restrictions enforced in certain periods, attempts of countries on the point of transforming to controlled social life by loosening the restrictions have relatively increased the mobility in tourism. Particularly during summer when tourism activities intensify, and slowdown of the rate of spreads, countries have attempted, on the one hand, to lower the contagion risk of pandemic by taking more strict and effective measures than old normal; and on the other hand, to minimize the risks perceived by consumers. In tourism sector, various applications and policies started to be applied on country basis (Jiang and Wen, 2020). In Turkey, in accordance with the rules defined by the coordination of Ministry of Culture and Tourism and Turkey Tourism Promotion and Development Agency (TPDA), it has been made obligatory to carry out services in hotels with Safe Tourism Certificate (STC). STC is a certificate that certifies that high-level health and hygiene conditions defined by international certification institutions are achieved, and it has been made obligatory to all accommodation establishments with capacity of 50 beds or more. The criteria defined within the framework of STC are substantial in maintenance of healthy and safe accommodation of tourists traveling during pandemic, sustainability of the businesses and for decreasing the risk perceptions of tourists (TGA, 2020). STC is important for accommodation establishments. Because tourists spend most of their time in hotels during touristic experience, the increase in the time spent by tourists, especially in hotels operations with all-inclusive systems, causes the spread and impact of COVID-19 in these hotels to be relatively higher than in other tourism businesses. This situation causes the spread and effect of COVID-19 to be higher in hotels than in other tourism businesses. At the same time, it causes the risk perception of tourists to be higher in these places (Jiang and Wen, 2020; Sharman *et al.*, 2021).

Since STC requires an unprecedented service management, it is probable that STC, apart from being an important attempt regarding tourism sector during pandemic, might bring about different problems as well. Therefore, with STC, businesses commit to directing their activities in accordance with the measures they have developed by taking pandemic conditions into account. Nevertheless, because production and consumption of the touristic services occur simultaneously, tourists do not have the opportunity to experience applications within STC beforehand. This situation thus leads tourists to experience uncertainty and, due to risk perception, quandary over traveling (Qiu *et al.*, 2020).

During the periods when quandary and risk perception are high, potential tourists might show a tendency to search for information from different sources (Polat *et al.*, 2021). Social Communication Networks (SCNs) and travel sites are among the most important areas that tourists, who need for objective and reliable information to plan their travel and vacations, use as source of information in their preference and decision-making processes (Litvin *et al.*, 2018). Tourists define their vacation preferences and decisions in the light of the information provided on SCN by businesses and other tourists. SCN shares of tourists who experienced touristic services are more effective than business shares in the preferences and decision processes of potential tourists (Buehring and O'Mahony, 2019; Dedeoğlu *et al.*, 2019).

According to Dedeoğlu *et al.* (2019), since tourists find the contents generated by businesses subjective and unreliable, they adopt a skeptical manner toward these contents. Oliveria *et al.* (2020) emphasize that tourists find evaluations made by their immediate circles or individuals who have first-hand experience more sincere, accurate and reliable when compared to the information provided by businesses, and hence they are more likely to be influenced by the former. Since production and consumption occur simultaneously in tourism industry where distribution channels operate in reverse direction, the fact that tourists do not have adequate information on products makes contents generated by tourists having experience with accommodation establishments an important source of information during pandemic. During pandemic, this situation causes SCN to be one of the major areas where value cocreation and value codestruction are performed concerning experiences of tourists (Jarvi *et al.*, 2020). There are several studies indicating that contents, which tourists have generated on SCN, are sources of value for businesses and potential tourists (Buhalis and Law, 2008; Chang *et al.*, 2019; Kanje *et al.*, 2019; Lai and Li, 2016; Trusov *et al.*, 2010). Within this scope, in the studies, value cocreation (Arica and Çorbaci, 2020; Lam *et al.*, 2020; Shulga *et al.*, 2018) and value codestruction (Min *et al.*, 2015; Sparks *et al.*, 2016) functions of information, which customers have produced by content sharing on SCN, have been evaluated. Risk and quandary that pandemic poses cause tourists willing to gain insight about measures taken by businesses to evaluate posts on SCN. Tourists shape their vacation preferences and decision-making processes within the framework of posts on SCN having value productive or value destructive quality. This situation both raises the importance of information generated on SCN during pandemic and necessitates to conduct survey in the field within this framework.

In addition to all these, when the tourism literature is examined, it is seen that the research studies on the pandemic process focus on the sectoral effects of the pandemic (Asan, 2021; Bakar and Rosbi, 2020; Jiang and Wen, 2020; Qiu *et al.*, 2020), tourist perceptions (Aydın *et al.*, 2021; Da Silva Lopes *et al.*, 2021) and measures (Gössling *et al.*, 2020; Sharma *et al.*, 2021). However, the efficiency and effectiveness of the measures taken by destinations and businesses against the COVID-19 pandemic, as well as tourists' perceptions of the measures, have not been adequately examined (Sharma *et al.*, 2021). It is important to measure tourists' perceptions of pandemic measures in order to reduce pandemic-related risks in the tourism sector. From this point of view, this study aims to analyze the tourists' perceptions of pandemic precautions. Within this aim, the evaluations of tourists' have made on SCN for the service of safe hotel establishments during new coronavirus pandemic process were examined. This study is of significance in that it draws a framework concerning services of safe accommodation establishments during the COVID-19 pandemic from the customer perspective.

The present research is important in the following points. First, while the effects of Covid-19, tourists' perceptions and precautions were drawn in previous studies, the current research evaluates the effectiveness and efficiency of the measures taken and makes it possible to examine the COVID-19 process from a holistic perspective. Second, businesses have minimal experience with this kind of a crisis, past knowledge is of limited value. As such, businesses have had to deploy measures without a clear sense of the effectiveness of the measures. The research is important for businesses to reevaluate operational practices developed within the scope of the pandemic and to develop new and innovative strategies rapidly. Third, in the research, the pandemic process is evaluated in new perspective. Whereas the information produced by tourists' for safe hotels in SCN has been evaluated frame of value cocreation and value codestruction role of tourists.

When existing tourism literature is examined, the subject of value cocreation and codestruction on social media is seen to be in development phase. The value cocreation and codestruction processes have been studied in the literature in different contexts based on firms and customers. While in the firm-based literature the value cocreation process was

examined in terms of facilitating interaction in ecosystems, adapting internal processes, transparency of activities (Hein *et al.*, 2019; Lusch and Nambisian, 2015); the value codestruction process was examined based on the power/dependence balance/imbalance, adequate/inadequate coordination and human capital (Vafeas *et al.*, 2016; Yeh *et al.*, 2020) and the physical and mental comfort/discomfort (Zainuddin *et al.*, 2017). In the consumer-based literature, on the other hand, while the value cocreation process was examined within the frame of dialogue, customer engagement, self-service, customer experience, problem-solving (Gebauer *et al.*, 2010; Jaakkola and Alexander, 2014; Sesliokuyucu and Polat, 2020), the value codestruction process was examined in terms of inability to serve and change, absence of clear expectations (e.g. material, leisure, money, knowledge, self-efficacy, hope) (Jarvi *et al.*, 2018; Smith, 2013).

In this context, examining the comments on COVID-19 measures in SCN within the framework of value cocreation and value codestruction increases its importance and originality of the research. At the same time, defining the areas of value cocreation and value codestruction related to pandemic measures during the holiday experience provides a framework in the improvement and development decisions of hotel managers for pandemic measures.

2. Literature review and hypothesis

The wide and harsh restrictions caused by COVID-19 and the high uncertainty and risk perception of tourists have put many tourism destinations and service businesses in a difficult situation. While many airline companies and tour operators around the world terminated their activities, food and beverages, entertainment and accommodation establishments had to take a break from their activities. The large-scale impact of the COVID-19 on the tourism sector on an international scale has prompted countries to take measures against the weakening in effective demand and to reduce the perception of risk and uncertainty among tourists (Gössling *et al.*, 2020; Ponting, 2021). Many restaurants in major cities throughout the globe have been ordered to close for many weeks. Due to social distancing measures, the number of individuals dining out has decreased dramatically. Due to restricted travel and travel cancellations, hotel room cancellations have risen dramatically. As a conclusion many service providers proactively were contacted by the customers to give specific information about their attempts to cope with the current situation, to demonstrate prompt and transparent procedures (Kabadayi *et al.*, 2020; Ponting, 2021).

The fact that tourists choose destinations with shorter travel times and hygiene and health conditions come to the fore in this choice has led to the emergence of different behaviors during the pandemic (Jiang and Wen, 2020; Wachyuni and Kusumaningrum, 2020). In addition to personal hygiene standards in the accommodation industry, it is also stated that the provision of personalized spaces has a significant impact on the decisions of tourists during and after the pandemic. The tourists' safety and privacy perceptions in hotels have increased more after the pandemic than in previous periods (Kourgiantakis *et al.*, 2021). The tourists' safety and privacy perceptions in hotels have increased more after the pandemic than in previous periods. In this process, meeting the expectations of the tourists in terms of the rooms, food and beverage areas in the hotels and the compliance of the measures of other tourists and ensuring the satisfaction will lead to positive interactions with the service providers.

2.1 User-generated content

User-Generated Content (UGC), which means various media content forms that are public and created by end users (Kaplan and Haenlein, 2010), enables stakeholders to take the opportunities to present themselves, disseminate information, take pleasure, community

participation and social interaction (Christodoulides *et al.*, 2012) UGC, which also covers reviews uploaded by online users to travel forums, personal blogs, websites about travel, SCN or video sharing websites, plays active role in sharing service experiences in tourism and hotel industry, which is generally described as abstract and typical, through such popular interactive platforms as TripAdvisor, Expedia, Yelp.com, AirBnB.com and Thorn Tree by Lonely Planet.

Unequal distribution of effects related to UGC within tourism ecosystem makes it even more crucial for service providers to cognize which service features add value and improve satisfaction, which ones fulfill only minimum requirements and minimize dissatisfaction and which ones cause both. Interaction and cooperation between stakeholders may directly or indirectly occur before, during and after use (Arica, 2019) or through bigger communities, networks and social systems (Meyer and Schwager, 2007). For the customers within tourism ecosystem, interactive platforms are not only the media where they can sustain their relations with other customers, but these platforms take the role of a crucial source of information in making travel and/or accommodation decisions (EI-Manstrly *et al.*, 2020; Luo *et al.*, 2019). Platforms, which serve as a medium for information exchange, information share and interaction between customers and businesses, also provide a medium for the processes of value cocreation and/or codestruction (Lv *et al.*, 2021). Dynamic, interactive, nonlinear and often involuntary processes between actors cause UGC processes to be conceived as cocreation (Payne *et al.*, 2009) and to create micro foundations contributing to cocreation experience (Storbacka *et al.*, 2016). Apart from value cocreation, UGC may bring about value codestruction as a result of mutual interactions. Communicational gaps probable occurring while giving feedbacks on services may cause the interaction between actors to escalate into different dimensions and lead to value codestruction (Kashif and Zarkada, 2015).

2.2 Value cocreation and value codestruction

The fact that conventional product dominant perception, which adopts the understanding of value being produced by businesses and customers only as consumers, has given its place to the service dominant perception, in which value is cocreated through interaction between actors, has caused customers, who are the partners and creators of value, to take an active position (James, 2013; Kandampully *et al.*, 2015). The concept of value, which is defined based on interactions cocreated and subjectively experienced rather than financial evaluations, comes into existence as a result of relations between actors taking part in service ecosystem (Holbrook, 2006). The term "market," which basically defines the total of customers and place of exchange where businesses perform trade of goods and services, has evolved to an approach, in which level of interaction has increased and customers have become involved in production, by differentiating it as a consequence of service dominant perception (Prahalad and Ramaswamy, 2004). Customers have begun to involve in value production and creation along with businesses as a result of their role diverting from conventional perspectives. With the utilization of various sources in interactions between service providers and other actors (Vargo and Akaka, 2009), value cocreation, consisting of collective and individual processes, leads all actors to benefit (Gkritzali *et al.*, 2020). When evaluated from this perspective, it can be said that tourists (customers), who are important actors of tourism ecosystem, contribute to value cocreation by interacting with other actors (tourism businesses, consumer communities, networks, etc.), integrating sources (such as information, platforms and devices) and participating in service design processes as a result of their experiences (Neuhofer, 2016).

In the value cocreation process, which means interactive involvement of customers in value cocreation and construction (Payne *et al.*, 2009), customers are evaluated as critical sources (Cossio-Silva *et al.*, 2016) The fact that customers have intensively welcomed

technology through interactive platforms (such as social media and customer communities) has caused them to take on new critical roles in terms of significantly contributing to the service provided (Kanje *et al.*, 2019; Wirtz *et al.*, 2013). Customers, who have passed beyond value cocreativity, have become important actors for businesses by being able to bring a superior market image and customer satisfaction (Allaway *et al.*, 2011). Interactive platforms, which lead to an increase in the number of knowledgeable, associated, authorized and active customers, provide customers with the ability to survey, analyze and evaluate the value cocreation processes within industries. Providing alternative information and perception by augmenting communication and dialog among consumers (Prahalad and Ramaswamy, 2004), these platforms enable interactive creation to be intensively applied. Interactive platforms, which contain as many time-wise dynamics as spatial ones, increase value cocreation in the direction of supply and demand by maintaining heterogeneous relationships (Ramaswamy and Özcan, 2018).

The process of interactive value creation is in a relation to value codestruction, as well as value cocreation (Echeverri and Skalen, 2011). Value codestruction, one of the possible outcomes of interactions between the actors within ecosystem, is defined as the decrease occurring in the welfare of at least one of the actors (Plé and Cáceres, 2010). Interactive platforms, which are used more intensively than conventional methods during extraordinary crises such as pandemic, have a facilitative effect on the relationship between customers and service providers. While positive interactions contribute to re-creation of the value during service processes through these platforms, which during the processes between actors offer service providers an effective area of use for avoiding value codestruction, negative interactions cause value codestruction during the process (Siddique *et al.*, 2021). In platform interactions, disagreements between parties cause value codestruction by catalyzing a disappointment in one of the parties in case of blocking and/or misreading the replies or not openly sharing information (Echeverri and Skalen, 2011). Value codestruction, in the essence of which lies a faulty ecosystem of interaction process (Järvi *et al.*, 2018), occurs in various points of processes related to service delivery (Ukeje *et al.*, 2021).

Customers, as cocreators of the information in service environments, switch to cooperation in service experience by seizing to be passive audience (Lusch *et al.*, 2007). In this transitional phase, customers get in communication with other actors by transforming their experiences into such sources as information and creativity. Following the logic of cocreation, UGC production directs the activities of experience cocreation and meaning formation (Koivisto and Mattila, 2018) Interactions occurring in UGC process, which is effective in the reproduction of value cocreation (Payne *et al.*, 2009), do not always yield positive outcomes, and they might cause loss of welfare in parties due to such reasons as information asymmetry among customers, negative feelings and decreasing perceived value (Frau *et al.*, 2018; Järvi *et al.*, 2018). Observing the interactive platforms as a mechanism facilitating value cocreation and codestruction processes in tourism businesses, where physical interactions have dropped to minimum level during pandemic, grants an opportunity to improve service quality for managers and workers who take the role of service providers. Within this context, the hypotheses below have been constructed with the assumption that positive reviews on interactive platforms cause value cocreation while negative ones cause value codestruction;

H1. Perceptions of tourists whether the hotel is safe are related to the characteristics (negative, positive, etc.) of the reviews concerning pandemic measures of it.

H2. Intentions of tourists to revisit the hotel are related to the characteristics (negative, positive, etc.) of the reviews concerning pandemic measures of it.

H3. Behaviors of tourists over recommendation of the hotel are related to the characteristics (negative, positive, etc.) of the reviews concerning pandemic measures of it.

2.3 Three-factor theory (Kano model)

The nonlinear asymmetric relationship between performance and customer satisfaction at the attribute level enables this set of relationships to be categorized into different categories (Ahmad and Barukab, 2020). Kano (1984) model, which systematically presents customer satisfaction on classification basis via three independent satisfaction factors, is discussed in literature as an improved version of two-factor model of (Herzberg, 1959). The model, which handles factors important for analyzing customer satisfaction under three topics, offers different perspectives in theoretical and practical applications. In the model, customer satisfaction is evaluated under basic performance and excitement factors (Matzler and Sauerwein, 2002).

(1) *Basic factors* are the essential factors causing dissatisfaction when not fulfilled, but not causing customer satisfaction when fulfilled or extended (when extra performance shown). Fulfilling basic factors is a necessity for customer satisfaction, and they are expected to be fulfilled completely. Since customers perceive these factors as prerequisite, they take them for granted and do not make an overt request for them.

(2) *Performance factors* are defined as factors that have potential to increase customer satisfaction level when fulfilled, as well as to decrease when not fulfilled. These factors address to the attributes causing both satisfaction and dissatisfaction.

(3) *Excitement factors* are the attributes increasing customer satisfaction when fulfilled, but not causing customer dissatisfaction in case of absence.

Three-factor theory is used on the basis of contexts, products, services and business relations (Füller and Matzler, 2008). In the model, which defines the function of satisfaction through factors, it is stated that basic factors do not yield satisfaction if performance factors are high; in other words, relative importance of basic factors will decrease. In addition, in the exact opposite situation (if the performance related to basic factors is low) may cause high dissatisfaction. When excitement factors are fulfilled, customer satisfaction will significantly increase (Matzler and Sauerwein, 2002).

The model, which enables service quality features to be evaluated and analyzed, makes it possible to take customer requests and risks concerning customer satisfaction into consideration when compared to other models (such as SERVQUAL; Parasuraman *et al.*, 1988) (Budiarani *et al.*, 2021). The model, which has intensely been used in recent years with the aim of analyzing service quality and customer satisfaction in tourism industry, enables outstanding service demands of customers owing to the changes in their lifestyles and habits to be apprehended by businesses (Pandey *et al.*, 2020). During pandemic, such new expectations as social distance, sanitation, use of mask (Das and Tiwari, 2020) and provision of it, differentiation of management and planning of collective spaces have been added to conventional service expectations of the customers (Mehta *et al.*, 2021). When it is considered that total income and competitiveness of a hotel are in a positive relation, it can be claimed that increasing the number of guests and improving the existing service structure during pandemic are of a certain importance for the protection of sustainable structure of the hotel (Hao *et al.*, 2020). Interpretation of the reviews of customers concerning the levels of satisfaction about the measures taken by hotels during pandemic is important for

determination of the effect levels of the factors in the model and the interpretation of the process. Within this context, H4a, b, c, d, e of the study has been constructed as follows:

H4. There is a statistically significant relationship between pandemic measures ((a) general, (b) room, (c) food and beverages service, (d) customers, (e) personnel) and hotel score.

3. Methodology

3.1 Data collection

The aim of the study is to analyze reviews that customers have made about safe hotel establishments on SCN during COVID-19 pandemic. According to service dominant perception, customers with their role as information producer can generate contents on SCN, and these contents possess value productive and value destructive functions for businesses and potential customers. In the study, positive contents created by customers are defined within the context of value cocreation and negative contents as value codestruction. In the research, the reviews/comments made on the TripAdvisor.com website for hotels with safe hotel certificates in the Alanya region were compiled. TripAdvisor is the world's biggest travel site among social networking websites, which enable tourists to share their travel experiences. TripAdvisor is the top online content creation site that has the biggest number of users (Kim and Hyun, 2021). It currently welcomes an average of 390m visitors monthly with 435m comments and reviews covering about 7m accommodation, restaurant and tourist attractions worldwide. The site does not just provide customer reviews, but also enables businesses to reply to the reviews (Tripadvisor, 2013). Alanya region is chosen as the research area of this study since it is one of Turkey's most popular travel destinations. More than 6.7m domestic and international tourists were accommodated in hotels in Alanya for approximately 21m nights in 2019. In 2020, these statistics decreased to 3.3m tourists who had stayed for 7.5m nights in Alanya. With these statistics, Alanya is the most popular tourism destination in Antalya, which is one of the most popular destinations in Turkey. In addition, 120 of the 370 hotels with safe hotel certificates in Antalya are located in Alanya (Ministry of Culture and Tourism, 2021). By restricting the research area to Alanya, we were able to examine all the reviews/comments on hotels in the region, thus reaching all population without any sampling issues. In this context, all of the safe hotel precautions and applications in Alanya were examined, and data were collected and evaluated over a population with a high representative power for the region. In Alanya, 120 hotels have been identified to have safe hotel certificate (Ministry of Culture and Tourism, 2021). On TripAdvisor.com, tourists generated information about 109 hotels, but no reviews/content was shared on 11 hotels. Within the scope of the research, it has been identified that a total of 2,227 reviews on 109 safe hotel establishments were made between the dates 01.08.2020 and 30.03.2021. In total, 1,119 of these comments have been identified to be related to safe hotel applications and discuss pandemic measures.

3.2 Data analysis

The study aimed to evaluate how the measures taken by hotel establishments during pandemic were reviewed from the perspective of guests and the effects of these reviews upon the scores that hotel customers give on recommendation sites and their behavioral intentions. With this aim, reviews made on TripAdvisor website have been analyzed by three different coders and coded under five subcategories as positive and negative. After the consistency of codes being checked, reviews related to measures against pandemic have been classified under the topics such as general pandemic measures, precautions taken in rooms, measures taken within the context of food and beverage services and compliance levels of customers

and personnel to pandemic measures. Later, these variables have been defined as dummy variable with binary coding for positive and negative reviews separately and added to regression model as independent variables. By adding the scores given by customers on TripAdvisor to hotel establishments where they stayed to the model as dependent variables, a multiple regression analysis has been executed. Chi-square test has been used to test the relationship between tourist reviews related to general pandemic measures taken by hotel establishments and whether tourists find hotel establishments safe, they wish to revisit the hotel and the behaviors to recommend the hotel to other guests. The categories determined for the quantitative analyzes were transformed into themes to be used in the qualitative analysis. Within the framework of these themes, customer comments/reviews that best describe the current situation were selected and used to support the results.

4. Findings

4.1 Findings of regression analysis

Results of the regression analysis suggest that emerging perceptions related to the precaution taken by hotel establishments explain 37.5% of the variance in the hotel score, and all independent variables of H4 main hypothesis and subhypotheses have a significant effect on hotel score. Thus, H4 is supported. At first glance, the R2 value might seem low. However, the study only focused on the effects of the reviews on pandemic measures/precautions, and considering that there are many factors affecting hotel score such as excessive expectations, insufficient communication and/or inappropriate behavior, power/dependence balance/imbalance, adequate/inadequate coordination, human capital, the physical and mental comfort/discomfort, it is normal that the R2 value is 0.375. It is seen that the effect of perceptions of tourists about pandemic measures on hotel score is asymmetrical, and negative effect in the event that pandemic measures are not followed is much higher than positive effect probable to occur when measures are followed (Table 1).

It is observed that, when perceived positively by tourists, general measures about pandemic have a significant and positive effect on the score given to the establishment ($\beta = 0.305$; $p < 0.001$); however, they are seen to have a much greater negative effect on hotel score when the perception that general measures are not followed ($\beta = -1.044$; $p < 0.001$). This situation proves the necessity of hotel establishments to show a high performance with general measures to construct a positive impression on customers and cocreate a value with customers by carrying hotel scores up.

Positive reviews on pandemic measures taken in rooms have a significant and positive effect on hotel scores ($\beta = 0.316$; $p < 0.001$). Similarly, when reviewed negatively by tourists, measures taken in rooms have been ascertained to have a significant and negative effect on hotel score ($\beta = -1.098$; $p < 0.001$). When coefficients are considered, it is seen that the effect of negative comments is far greater than that of positive ones, and the effect of perceptions of tourists about pandemic measures taken in rooms upon scoring is asymmetrical. On the grounds of these findings, it can be drawn as a conclusion that, as well as general measures, extra measures to be taken in rooms will be effective for tourists to give higher scores and forming positive perception about measures taken in rooms is important for value cocreation.

When the effect of positive or negative perceptions, which tourists have about pandemic measures taken in hotels within the context of food and beverage services, on the score they gave to the hotel establishments are observed, it is seen that positive perceptions about measures do not have a significant effect on the scores that tourists gave to the hotel ($\beta = -0.105$; $p > 0.05$); however, if this perception is negative, it has a significant and negative effect ($\beta = -1.001$; $p < 0.001$). This situation shows that measures taken about food and beverage services are conceived by tourists as an obligation, and this dimension cannot be utilized during value cocreation. However, it is indicated that this dimension has a very high

Table 1.
Asymmetric relationships between tourists' comments on pandemic precautions and hotel scores

Type of pandemic Precaution	Positive comments			Negative comments							
	B	*t* value	*p* value	*β*	*t* value	*p* value	ELHS	PIHS	PLHS	IA	Factor type
General (pandemic)	*0.305*	*5.517*	*0.000**	*−1.044*	*−9.305*	*0.000**	1.349	22.61%	−77.39%	−54.78%	PF
Rooms	*0.316*	*5.802*	*0.000**	*−1.098*	*−9.548*	*0.000**	1.414	22.35%	−77.65%	−55.30%	PF
Food and beverage services	−0.105	−1.631	0.103^{ns}	*−1.001*	*−7.540*	*0.000**	−1.106	−9.49%	−90.51%	−100%	BF
Customers	0.024	0.101	0.919^{ns}	*−0.520*	*−3.894*	*0.000**	0.544	4.41%	−95.59%	−91.18%	BF
Personnel	*0.159*	*1.971*	*0.049***	*−1.038*	*−4.620*	*0.000**	1.197	13.28%	−86.72%	−73.43%	PF

Note(s): Dependent variable: hotel score; $R^2 = 0.375$; $F = 68.106$; $p < 0.000$
*$p < 0.001$; **$p < 0.05$; ns = not significant; ELHS = effect level on hotel score; PIHS = potential to increase hotel score; PLHS = potential to lower hotel score; IA = impact asymmetry; EF = excitement factor; PF = performance factor; BF = base factor
*Italicized values indicate statistical significance

negative effect within the context of value codestruction, so it is one of the basic factors needed to be handled within pandemic measures.

Another dimension analyzed within the scope of this study is to measure how the levels of compliance of customers and personnel are perceived by tourists and evaluate the effects of these perceptions on hotel scores. Although a formation of positive perception on tourists concerning whether customers follow rules does not have a significant effect on hotel score ($\beta = 0.024$; $p > 0.05$), perception that customers do not follow the measures taken is seen to have a significant and negative effect ($\beta = 0.520$; $p < 0.001$). This situation draws attention to the necessity for hotel establishments to make sure that not only establishment or their own personnel, but all customers follow the rules as well, and it indicates that whether customers follow the rules is also perceived by customers as a basic factor while scoring the hotel establishments. It has been found that both positive and negative perceptions about whether or not the personnel follow the measures produce a statistically significant effect over hotel score. It can be stated that compliance of the personnel to pandemic measures leads to an increase of 0.159 ($p < 0.05$) points over the score that tourists will give to the hotel, while vice versa will have a negative effect of −1,038 ($p < 0.001$) points over the hotel score.

Factors, which yield no positive effect when perceived positively but have a negative effect when perceived negatively, are named as hygiene factor in Two-Factor Theory of Herzberg or basic factors in Three-Factor Theory. When research findings are analyzed, among the perceptions related to measures taken against pandemic, dimensions that measure the levels of compliance to pandemic precautions of food and beverage services and customers are seen to stand as hygiene or basic factors. In other words, food and beverage services in a hotel establishment and customers are expected by tourists to strictly follow pandemic measures. Positive perceptions forming on tourists concerning these measures do not have an increasing effect on hotel scores. Nonetheless, when the levels of effect asymmetry are analyzed, it is seen that negative perceptions of tourists have a huge impact on hotel scores. This situation necessitates all hotel establishments to follow the measures in food and beverage services and to make sure customers comply with these rules.

Factors that are categorized as performance factors within three-factor theory means the factors having the potential of both positive and negative effects. As the elements with potential to both positively and negatively affect the scores that tourists give on recommendation sites, dimensions of general measures, measures taken in rooms and levels of personnel compliance to pandemic rules have been identified in the research. A good performance in general measures taken in the hotel, measures taken in rooms and levels of personnel compliance to pandemic rules has a positive effect on hotel score. However, the effect of a poor performance in the mentioned areas is expected to be many times greater due to impact asymmetry. Hotel managements might focus on these factors to stand out during pandemic since they can increase the scores of their businesses on recommendation sites by ensuring that general measures, measures taken in rooms and personnel compliance to rules are followed.

The last factor in three-factor theory is referred as excitement factor. Excitement factors are the factors that establishments are not expected to have, but trigger excitement in customers when they do. Generally, businesses that wish to go beyond customer expectations are advised to focus on these factors. None of the dimensions of pandemic measures analyzed within the scope of the research go under excitement factors.

4.2 Findings of Chi-square analysis

In general terms, it is seen that guests having accommodated in the hotels do not make any comments about whether or not the hotel is safe ($n = 783$; %70), no one among those who find the hotels safe made a negative comment about pandemic measures, and majority of those

who do not deem the hotel as safe consist of the ones that made negative comments about pandemic measures. When Chi-square and p values are analyzed, these distributions are seen to be statistically significant ($X^2_{(6,\ N\ =\ 1119)} = 364{,}988$; $p = 0.000$). H1 has been supported (See Table 2). This situation shows that there is a relationship between reviews concerning pandemic measures taken by hotel establishments and perceptions on whether the hotel is safe. It also points to the expectation that when hotel customers make a positive comment about pandemic measures, they support it with comments stating the hotel is safe, and in the opposite scenario, they write comments about the hotel being unsafe.

> . . .. .rabble in restaurants, dirty tables and chairs, no disinfection, dirty flannels are used to clean tables. Carts being used to collect dirty dishes are exceedingly dirty; this is a scandal. The hotel is not safe during Covid-19 pandemic.

> . . .. As of the entrance to the hotel pandemic measures were being strictly applied and we were being given information about pandemic measures. At the entrance, our luggage was disinfected, and our body temperatures were taken. Rooms were being cleaned all the time, bed sheets and towels were being changed daily. At the entrance to the restaurant, temperatures were being taken, there were no lines, personnel was performing food service from behind a closed stand, staff was quickly cleaning the tables after each guest and preparing it for the next customer. You can visit the hotel confidently. . . . as if we were having a vacation in a private hospital, the hotel is providing a quite safe environment during pandemic.

> . . . The hotel is clean, rooms are being cleaned daily, there are sanitizers everywhere, all the hotel staff wears mask, you can feel yourselves at safe abundantly.

> . . . There are social distance marks in the restaurant. Temperature is taken at the entrance to the restaurant. Both sanitizer and masks are available. Open buffet is applied. Foods are separated with blocks and customers cannot directly touch to the food. Personnel delivers the food you want, and no flaw occurs during this process. Tables are arranged with distance. This situation makes you feel safe.

When the relationship between the intention to revisit and reviews about pandemic measures is analyzed, it is similarly seen that majority of those who made positive comments on pandemic measures intend to revisit the hotel ($n = 206$), those who state that they will not revisit consist mostly of the ones having made negative comments ($n = 44$). Results of Chi-square test also confirm that this distribution is statistically significant, and there is a

Table 2.
Chi-square test results according to types of tourists' comments on pandemic precautions

	Comments on pandemic precautions					
	No comment	Positive	Negative	Positive and negative	Chi-square	p-value
Perceiving hotel as safe during pandemic					364.988	0.000*
No comment	467	269	34	13		
Safe	100	158	0	2		
Not safe	27	6	42	1		
Intention to revisit					312.838	0.000*
No comment	381	217	31	13		
I will revisit	175	206	1	2		
I will not revisit	38	10	44	1		
Recommendation					306.004	0.000*
No comment	369	202	29	12		
I recommend	181	220	2	3		
I do not recommend	44	11	45	1		

Note(s): $N = 1{,}119$, df = 6, *$p < 0.001$

mutual relationship between the intention to revisit and reviews about pandemic measures ($X^2_{(6,\ N\ =\ 1119)} = 312{,}838$; $p = 0.000$). Thus, H2 has been supported.

> All the standards of Covid 19 were being applied in the hotel. There are sanitizer machines in common spaces and disinfection wipes are distributed. In the hotel, temperatures of the customers are taken multiple times in a day. In the restaurant, after each customer, tables are cleaned with disinfectants by the personnel . . . Also, social distance was being followed on the beach, in the areas where social distance is followed, swimming comfortably in the sea is convenient. The hotel is clean and hygienic, the best of alternatives during pandemic. I will re-visit the hotel for a peaceful and safe holiday.

> . . . Measures, which they have taken Coronavirus are inadequate, foods in the cafeteria stay in the open. People can pass by the foods without masks in the cafeteria, and masks are not held as an obligation . . . We do not consider re-visiting the hotel.

In the study, a statistically significant relationship has been observed between recommending the hotel and reviews about pandemic measures ($X^2_{(6,\ N\ =\ 1119)} = 306{,}004$; $p = 0.000$). H3 has been supported. When the distributions are observed, it is seen that those who recommend the hotel consist mainly of the ones having made positive comments about measures that hotels take ($n = 220$), and those who make negative comments do mostly not recommend the establishment to other individuals ($n = 45$).

> . . .. they had told that occupancy rate would be maximum 70%; but when I came to the hotel, almost all the rooms were occupied. I got surprised when I received the answer "Yes, our hotel is full." from the authorized personnel. People should not be swindled for money. Also, no one was wearing a mask in the hotel, and there was no enforcement. Especially dining hall was jam-packed, in the crowd 3 or 4 people were wearing masks and there was no social distance. I do not recommend the hotel.

> . . . It takes and applies measures about Covid almost flawlessly. Signs were located everywhere, social distance was constructed. There is sanitizer almost everywhere. The number of customers was decreased due to Covid. There is sanitizer at the entrances of the elevators. Interiors of the elevators were marked for social distance. More than 4 people were not allowed to use elevators unless they are in the same family. Customers follow these rules, too. You have the convenience to disinfect your hands as soon as you get off the elevator. I recommend this hotel, which apply pandemic measures in every phase, to everyone.

5. Conclusions and implications

5.1 Theoretical implications

In the research, posts, which tourists shared on TripAdvisor website about pandemic measures taken by establishments that accommodated in the hotels during COVID-19 pandemic, have been analyzed within the context of value cocreation and value codestruction. Therefore, the association between service areas where establishments took pandemic measures, the effect of tourist perceptions about the measures taken on the scores they gave to the hotel and perceiving the hotel as safe, recommending and intending to revisit the hotel was tested. Four different conclusions have been drawn within the context of the research.

Firstly, value cocreation and codestruction areas of the tourists related to coronavirus measures have been identified. Hereunder, the conclusion drawn is that perceptions of tourists about pandemic measures occur around the axis of two factors as value cocreation and codestruction. These factors are basic factors and performance factors. Basic factors are explained with (1) measures taken within the scope of food and beverage services, and (2) the level of compliance to pandemic measures by other customers. Initiatives that hotel establishments perform within the scope of the mentioned factors are seen as basic prerequisite for customer satisfaction. Basic factors are a stipulation for customer satisfaction and are expected to be fulfilled completely. They are the minimum elements,

which will cause dissatisfaction when not fulfilled, but will not cause a customer satisfaction when fulfilled or exceeded (Al-Msallam, 2020; Matzler and Sauerwein, 2002). Performance factors consist of (1) general pandemic measures, (2) measures taken within rooms and (3) the level of compliance to pandemic measures by staff. Performance factors, which increase the customer satisfaction when fulfilled, decrease the customer satisfaction when not fulfilled. Results suggest that while the condition that tourists have positive perceptions about basic factors and performance factors enables potential tourists and establishments to perform value cocreation on TripAdvisor.com SCN, having negative perceptions lead to display value codestruction behavior. In the literature, there are some studies claiming that tourists' perceptions of the activities of hotel establishments regarding the COVID-19 pandemic are effect on their perception of satisfaction and dissatisfaction (Bakar and Rosbi, 2020; Hong *et al.*, 2020; Qiu *et al.*, 2020; Salem *et al.*, 2021; Sharma *et al.*, 2021). According to Hao *et al.* (2020), the quality of the services provided by the accommodation establishments during the pandemic process affects the satisfaction and dissatisfaction of the tourists. Salem *et al.* (2021) state that the measures developed by accommodation businesses against the pandemic affect customer satisfaction. As a result, it can be said that the research findings overlap with the literature. Sharma *et al.* (2021) while supporting this idea state that innovation and performance improvement initiatives of accommodation businesses affect customer satisfaction during the pandemic process. All in all, it can be said that the research findings tally up with literature.

Secondly, the study investigated whether the perceptions of tourists about the application levels of the pandemic measures and compliance to them by the establishment influence the evaluation scores tourists have given to the establishment on the TripAdvisor.com. Results reveal that the perceptions of tourists about basic factors and performance factors influence their evaluation scores for the establishment. Therefore, the conclusion has been drawn that tourists who adopt positive perceptions about general measures by the establishments, pandemic measures they apply as part of room services and the compliance of the personnel to the measures give high scores to the establishments, whereas those with negative perceptions give low scores to the establishment. In addition, it has been found that measures taken as part of food and beverage services being perceived as inadequate and other customers not following pandemic measures cause tourists to give negative scores to the services and the establishment. However, it has been identified that perceiving measures as part of food and beverage services as adequate and behaviors of other customers complying with the pandemic measures pose no significant effect on the score that tourists give to the hotel services on SCN. All these findings are generalized, and it has been found that tendency of the tourists to lower the scores when the perceptions about general measures, pandemic measures concerning hotel rooms and food and beverage services, compliance of personnel and other customers to pandemic measures are negative is greater than the tendency to increase the scores when such perceptions are positive. It has hence been drawn as a conclusion in the study that when the total effect of the reviews on the scores is analyzed, only 22% of it has a positive impact, whereas the negative ones cause a negative effect with a size of 77–100% on hotel scores. Therefore, it is obvious that the high performance of the pandemic measure of the enterprises or the extra measures to be taken to improve the pandemic measures will ramp up and improve the evaluation score of the tourists. Some studies argue that positive and negative situations, which customers came across during their experience, influence the evaluation score about the establishments on SCN (Kanje *et al.*, 2019; Liu and Park, 2015; Yin *et al.*, 2014). Accordingly, while tourists who feel satisfied with the performance of the establishment give high evaluation scores to the establishments and their services, those who feel dissatisfaction give low evaluation scores. Within this scope, it is possible to claim that the results are consistent with the literature.

Thirdly, the tendency of the tourists to perform value cocreation and codestruction on SCN TripAdvisor.com through their perceptions about the establishments in terms of pandemic measures whether as safe or unsafe has been analyzed. Therefore, the conclusion has been drawn that tourists, perceiving the accommodation establishment as safe in terms of pandemic measures it took, perform a value cocreation about the services; and majority of those who find it unsafe perform a value codestruction upon the services. This finding shows that there is a relationship between the tendency of tourists for value cocreation and codestruction concerning pandemic measures and whether they find the hotel as safe. In the literature, it is stated that there exists a relationship between trust and the behaviors of value cocreation and codestruction (Guan *et al.*, 2020; Xie *et al.*, 2020). Considering the findings, it can be claimed that the results are supported in the literature.

Lastly, the relationship between tourists' value cocreation and codestruction behaviors about pandemic measures on the SCN TripAdvisor.com and the intention to revisit and recommending the hotel has been evaluated. Results show that tourists performing value creation on the SCN have the intention to revisit the hotel, but those performing value codestruction do not have the same intention. Also, the conclusion has been drawn that tourists performing value cocreation about pandemic measures on SCN have the intention to recommend the hotel, but those performing value codestruction do not have such an intention. These conclusions are supported in literature. There are several studies arguing that tourists having experienced value codestruction also show limited trust to the establishment and limit their behavior of choosing and recommending the establishment (Guan *et al.*, 2020; Morrison, 2010; Xie *et al.*, 2020).

5.2 Managerial implications

The COVID-19 pandemic has seriously affected the tourism industry and hotels. Most of the hotel establishments faced an extremely difficult process and environment that they were not prepared for. This situation necessitated hotel establishments to reevaluate their business practices and to take health, hygiene and safety measures for both their customers and employees. At this point, hotel establishments tended to restore the trust of their customers with innovative strategies and practices in the atmosphere of uncertainty and risk perception caused by the pandemic. From this point of view in the current study, posts that tourists having accommodated in the hotels during COVID-19 pandemic shared on TripAdvisor about pandemic measures taken by the establishments have been analyzed within the framework of value cocreation and codestruction concepts. Within this scope, the relationship between service areas where establishments take coronavirus measures, along with the effect of tourist perceptions about the measures on the scores they gave to the hotel on TripAdvisor website, and the tendency to perceive the hotel as reliable, to recommend and to revisit the hotel has been tested. Results indicate that the perceptions of tourists about basic factors and performance factors evaluated within the context of pandemic measures influence the behavior of value cocreation and codestruction on SCN. This result indicates the necessity for the establishments to quickly find a solution to the reviews that cause value codestruction and are likely to create a harmful perception on the company image, it also shows the necessity to develop the components encouraging the behaviors of their customers for value cocreation. Thus, in a close relation with the definition, analysis, improvement and development activities under the light of findings about components causing value codestruction. Therefore, hotel managers should restructure their initiatives by evaluating the services that create satisfaction and dissatisfaction during the pandemic process.

According to the results of the research, the pandemic measures that tourists do not find sufficient in hotel establishments are as follows: General measures, room services and measures taken within the scope of food and beverage services. The main services that are

seen as unsatisfactory in terms of general measures have been found to be taken by the accommodation establishments are: not informing about the pandemic, lack of social distance signs, insufficient cleaning activities in common areas and not distributing masks and disinfectants. "no briefing about pandemic," "no signs for social distance," "inadequate cleaning activities in common spaces," and "no distribution of masks and sanitizers." Similarly, in the room services; "towels, bedsheets, and hygiene materials not being changed daily," and "rooms not being cleaned every day" lead the tourists' dissatisfaction. In addition to all aforementioned, within the context of food and beverage services, "temperatures not being taken at the entrance to the restaurant," "distance between tables not being moderate," "tables not being disinfected," "food not being delivered behind folding screen" are the services perceived as unsatisfactory by the tourists. Given that tourists do not participate in tourism and travel activities due to risk perception and uncertainty during the pandemic process and increasing of their hygiene expectations, it is obvious that to make improvements in service areas, which tourists are dissatisfied, is the most important strategy in the hotels' during the pandemic. Successful service improvements are critical for hotels to maintain competitiveness during and after the pandemic. In this context of the research, three courses of action are suggested.

Firstly, hotels should create a hygiene and safety committees. These committees should be responsible for taking, monitoring and developing pandemic measures. Secondly, hotels should prepare emergency action plans to strengthen and implement their cleaning and hygiene routines. When predicting the hotel industry's recovery post COVID-19, hygiene and cleanliness must be focal points given the severe effects of this pandemic and hotel guests' higher safety-related expectations during travel (Dayour *et al.*, 2021). In terms of cleanliness and hygiene, hotels should tend to the following practices: Customers should be informed about the pandemic and measures taken by hotels from the beginning of their stay, continuous disinfection should be made at the hotel (suitcases, rooms, restaurants, beach, children's club, meeting halls, gym, elevator, etc.), personal materials used in rooms, tools and materials used in common areas should be kept hygienic (towels, sheets, telephone, air conditioning, tables in the restaurant etc.), social distance rules and markers should be determined (between the sun loungers on the beach, between the tables in the restaurant, meeting room, animation areas, elevator etc.), masks should be mandatory for all personnel and customers in open and closed areas (common areas), and the number of people who will stay at the hotel and the occupancy capacity of the common areas (such as restaurant, beach, elevators etc.) should be planned. Thirdly, hotels should decrease interaction and increase physical distance between employees and tourists, because COVID-19 is highly contagious via person-to-person transmission. According to Jiang and Wen (2020), the COVID-19 outbreak can thus be expected to accelerate the penetration of artificial intelligence and robotics technology into the hospitality industry. Hotel establishments are likely to adopt "unmanned" devices and use robots to provide completely contactless service. It is anticipated that robot receptionists, facial scan check-ins, voice guest control, robot delivery, robot concierge assistants and other contactless services will begin to replace human-to-human contact services. The use of artificial intelligence and robotic technologies in hotel establishments will help complete the cleaning, hygiene and social distance requirements.

Another result showed that state and level of compliance to pandemic measures by the personnel can be considered as a performance factor, which influences the tendency of the tourists to display value codestruction behavior. Personnel is a performance component and stakeholder that has a crucial function in preventing value codestruction. According to Sthapit and Bröjk (2019), personnel without any clear knowledge about their duties and responsibilities limit the effective and consistent service delivery. According to Dayour *et al.* (2021), personnel not having adequate knowledge about the duties and responsibilities assigned to them within the context of pandemic measures hamper the effective and efficient

service delivery. Therefore, definition made by the managers as to the areas of responsibility of the staff and attempts of the managers to train and raise awareness in order to bring knowledge, competence and abilities to the personnel that will help increase the adaptation to the pandemic are expected to encourage the participation and adaptation of the personnel.

In the research, it has been identified that state and level of compliance to pandemic measures by other customers that benefit from the service during vacation influence the tendency of tourists to display value codestruction behavior. As a base factor, when other customers do not follow the measures, the tendency of tourists to display value codestruction behavior on the SCN increases. This situation makes it crucial for the establishments to take pandemic measures about services and facilities of hotels, as well as their attempts to encourage all customers to follow the rules. Aydın *et al.* (2021) emphasize that the state of customer compliance to the pandemic rules is effective in the success of the establishment. Järvi *et al.* (2020) evaluate an effective and efficient process of information sharing as a primary factor for avoiding customer-based value codestruction. At this point, informative and awareness-incentive attempts of the establishment managers for all the customers as of the entrance to the hotel are of a vital importance. Within this context, giving briefings about the pandemic rules and measures at the entrance to the hotel and providing informative visuals and materials in common spaces so as to keep the awareness of tourists alive throughout their experience will encourage customers to follow the pandemic rules. In addition, after defining the rules, following or not following the rules should not be given to customers as a choice, and managers should see to the state and level of compliance of the customers to the measures.

In summary, it has been identified in the study that basic factors and performance factors influence the tourists' value cocreation and codestruction on SCN. Accordingly, basic factors are evaluated by tourists as essential measures during pandemic, and they are defined as basic factors not causing satisfaction when fulfilled or exceeded during pandemic, but causing customer dissatisfaction when not fulfilled. Performance factors, on the other hand, are the factors increasing customer satisfaction when fulfilled and decreasing customer satisfaction when not fulfilled. The tendency of the tourists with negative perceptions about base and performance factors to display value codestruction behavior on the SCN by lowering evaluation score about the establishment and service, not recommending the establishment and stating that they will not revisit is far greater than the behavior of value cocreation of the ones that have positive perceptions. Apart from the fact that these findings show that tourists will display value codestruction behavior on the SCN if establishment cannot or fall behind fulfilling the requirements within the context of pandemic measures, they also indicate the necessity for managers to be sensitive about implementing pandemic measures. In fact, while tourists displaying value cocreation behaviors on SCN will yield positive outcomes, negative outcomes brought about by the display of value codestruction behavior are inevitable. While Arica and Çorbaci (2020) state that value cocreation behavior of tourists positively influences such manifestations as image, competitiveness, sales, profit and survival of the establishments. Guan *et al.* (2020), on the other hand, claim that value codestruction behavior of tourists negatively influences the mentioned manifestations. Oliveria *et al.* (2020) advocate that SCN functions as a major marketing tool for businesses. According to the researchers, potential tourists find the contents shared by individuals who lived the experience more objective and reliable than the contents created on SCN by the establishments. Attitudes and behaviors of the individuals, which are reflected on SCN after tourism experience, have a high directing power in terms of choice and decision-making processes of potential customers and function as one of the important determinants for the competitiveness and survival of hotels. Within this context, attempts of the tourism establishments to direct their customers to share posts centered on value cocreation on SCN will function as a strategic tool for supporting product marketing, competitiveness and

survival of the establishments especially during the period, in which distrust and risk perceptions are high due to pandemic.

5.3 Limitations and future research

Apart from contributions to the theory and managerial implications, this study has some limitations. The biggest limitation of the research is that both value cocreation and codestruction are evaluated from the perspective of tourists. On the other hand, touristic services producers and suppliers are the one of the most important components in value cocreation and codestruction. Therefore, it is important to examine the value cocreation and codestruction initiatives of touristic services producers and suppliers in future researches in order to offer a holistic perspective to the pandemic process. In this context, it is important to examine the pandemic measures implemented by food beverages, tour operators, travel agencies, car rentals, entertainment business and so on in future research. In addition, responsibilities of employees and customers, which are important components in the management of the pandemic process, should be evaluated in future research studies.

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