Chapter 2

Creating an Ideal Hotel Type Based on Institutional Logic

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Abstract

Which institutional logic shapes the hotel industry? This chapter advances an understanding of common features of hotels based on the concept of institutional logic. In today's global market, especially in countries where the tourism sector generates significant revenue for the economy, understanding chain hotels and their characteristics is important for competition. However, institutional logic directs the preferences of individuals and the behavior of organizations by determining the basic principles of the system in which they operate. In this context, through interviews with the managers of chain hotels in Turkey, this paper explores the dominant institutional logic in the hotel industry, analyze its features and creates a typology. Findings were revealed by thematic analysis method and the MAXQDA 24 qualitative analysis program was used in the study. The findings indicate that the type of hotel chain and operating structures are crucial to identify institutional logic. It is hoped that determining the institutional logic of chain hotels in Turkey will contribute to the tourism industry and the field of management and organization. This study might also further inform tourism policy making with its findings.

INTRODUCTION

Institutions in social sciences, including how individuals and organizations affect their behavior, as well as how institutions come into being and change, is a longstanding debate (DiMaggio & Powell, 1983; Meyer & Rowan, 1977; Seo & Creed, 2002; Thornton & Ocasio, 1999; Tolbert & Zucker, 1983). Until the 1990s, the change and transformation in the organizational

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community was mostly explained and interpreted with macro evaluations, but since the 2000s, the effect and role of micro-variables has become of interest; in other words, the actors in the change have gained importance. In this context, the dividing lines between neo-institutional and organizational ecology theories, which are frequently cited in the literature, have begun to disappear (Durand & Thornton, 2018).

While the idea that institutions are difficult to change after they are formed and developed, or that change occurs in the direction of isomorphism, was widely accepted in the early periods of institutional theory. Over time, this idea was replaced by the view that institutions may change or the change may not be in the direction of isomorphism. This situation has caused the issues of institutional change and institutional logic to be researched more in institutional theory. The development of the institutional logic perspective is in part a response to the proliferation of institutional isomorphism and diffusion studies (Thornton, Ocasio, & Lounsbury, 2012). Institutional logics direct the preferences of individuals and the behavior of organizations by determining the basic principles of the system in which they operate (Friedland & Alford, 1991). The institutional logic perspective provides a new alternative to solving complex social issues and bridges the gap between social theory and practice in the real world.

In today's world, chain hotels as a revenue generator are extremely important, especially in countries where the tourism sector contributes significantly to the economy, such as in Turkey. An important question therefore, is "Which institutional logic shapes the hotel industry in Turkey?". In the literature, the issues of institutional logic are generally examined in service sector-oriented areas, such as finance, health or education. However, interest in the subject of institutional logic, which has been examined in the hotel industry throughout the world, has increased in recent years (Qin, Gu, Li, & Fan, 2020). It is noteworthy that there is still not a great deal of research into tourism and hotel services, both in Turkey and in the world. In the present study, the aim is to identify the dominant logic in the hotel industry and to present a framework related to the relevant actors and practices. In this context, through interviews with managers of chain hotels in Turkey, this paper explores the dominant institutional logic in the hotel industry, analyze its features and create a typology. This study might also further inform national tourism policy formulation with its findings.

1. LITERATURE REVIEW

1.1. Theoretical Framework on Institutional Logics

Institutional orders accepted at the social level form the basis of institutional logics that shape cognition and behavior (Friedland & Alford, 1991; Thornton, Jones, & Kury, 2005a; Thornton & Ocasio, 2008). Institutional logics, which are sources of diversity and contradictions in the organizational field, have brought a different perspective to institutional theory studies.

In the early stages of institutional theory, the logics that were given more importance in organizational studies were the logics of "state" and "profession" (Phayungphong, 2020). Then, with the strengthening of capitalism, the logic of the "market" (DiMaggio & Powell, 1983) emerged. In the next stage, the system was made more inclusive by adding the institutional logics of "family" and "religion" (Friedland & Alford, 1991) in order to eliminate the lack of cultural dimension and cognitive capacity. However, the connection points between macro and micro levels were missing to understand the entire dynamic process of the inter-agency system. This deficiency was resolved with the definition of the corporate logics of "corporation" and "community" (Thornton et al., 2012), and these two logics began to act as a bridge between micro and macro social levels (Phayungphong, 2020). In summary, institutional logics at the social level consist of family, community, religion, state, market, profession and corporation logics (Friedland & Alford, 1991; Thornton et al., 2012). In this development process, it is generally accepted that the logic of the state, profession, corporation and market are more dominant in today's modern societies (Thornton et al., 2012).

The market logic is considered the dominant logic in various organizational fields such as education, healthcare, arts, and publishing (Berggren & Karabag, 2019; Glynn & Lounsbury, 2005; Henningsson & Geschwind, 2022; Kitchener, 2002; Reay & Hinings, 2005; Thornton, 2002). A significant portion of studies examining the changes and transformations in institutional logics from past to present indicate that the market logic, which prioritizes profitability and competition, has surpassed other logics to become the dominant one. In market logic, individualism and self-interest form the basis of individual behavioral norms, as reflected in transactional exchange relationships (Almandoz, 2012: 1382).

When the common features of research into institutional logic up to the early 2000s are evaluated, it is evident that the assumption was that a

single institutional logic was dominant in organizations and that a single dominant logic replaced the old logic in the transformation of institutional logic over time (Decker, Üsdiken, Engwall, & Rowlinson, 2018). Recent studies into institutional logic show that multiple institutional logics can coexist in organizations. In particular, businesses operating in more than one corporate field usually have plural logic (Dunn & Jones, 2010).

Multiple institutional logics can survive in the same organizational space in different ways (Reay & Hinings, 2009). While most of the published studies adopt the idea that a dominant logic will prevail over the others, as a result of the coexistence of more than one logic (DiMaggio & Powell, 1983; Hoffman, 1999; Reay & Hinings, 2005), there are also studies reporting that a new and hybrid institutional logic consisting of more than one logic can dominate the organizational field (Dudka, Moratal, & Bauwens, 2023; Glynn & Lounsbury, 2005; Greenwood, Raynard, Kodeih, Micelotta, & Lounsbury, 2011; Greve & Zhang, 2017; Siefkes, Hamer, Haaland, & Bjørgum, 2024; Sloot, Troje, Voordijk, & Volker, 2024; Smith et al., 2023; Tang & Yang, 2024; Thornton, Jones, & Kury, 2005b).

When the pioneering studies into institutional logics are examined, the studies often consider specific sectors, such as health (Dunn & Jones, 2010; Goodrick & Reay, 2011; Kitchener, 2002; Reay & Hinings, 2005), finance and banking (Battilana & Dorado, 2010; Lounsbury, 2002, 2007; Marquis & Lounsbury, 2007), and publishing (Thornton, 2001, 2002; Thornton et al., 2005b; Thornton & Ocasio, 1999). The studies conducted in these areas primarily focus on multiple and conflicting institutional logics.

Hybrid logics may arise in the presence of institutional complexity or conflicting institutional logics. In a study conducted in the field of wind energy, the support of conflicting economic and ecology logics by different segments of society transformed the relationship between field logics and led to the emergence of a hybrid institutional logic (York, Hargrave, & Pacheco, 2016). Hybrid institutional logics that emerge in this way form in order to integrate, legitimize and reconcile previously incompatible logics. The structured interaction between dominant logics rather than conflicting resulting in a synergistic logic (Cheng, Yang, Jiang, & Yang, 2023) .

Since institutional logic establishes the 'rules of the game', an organization playing 'two or more games at the same time' is likely to face institutional pluralism (Kraatz & Block, 2008). Therefore, such organizations have multiple institutionally derived identities attributed to them by different segments of their pluralistic environment. Thus, when institutions are in conflict, people can take action to protect the symbols and practices of one

institution from the consequences of changes in others. Or they may try to export the symbols and practices of one institution to transform another (Friedland & Alford, 1991). The literature collectively hint at the fact that institutional logics have their own macro-level relationships—competing and collaborating, supporting and dominating, ignoring and threatening each other (Mountford & Cai, 2023).

Overall, the study seeks to answer the question of what the dominant institutional logic is in the hotel industry. By revealing the characteristics of the dominant logic or logics, the research will investigate whether compliance with a single logic prevails or whether a new hybrid model composed of different logics dominates.

1.2. Importance of the Hospitality Industry

Today, the tourism industry is an important industry that receives input from other industries, such as agriculture and manufacturing and gives input in return to these sectors. For the economies of developing countries, it is one of the important sources of foreign exchange in the balance of payments. In addition, it provides economic and social benefits with the employment opportunities it creates (Olalı & Korzay, 1993). Today, most countries are defined as touristic regions due to their different characteristics, and therefore they see tourism as an important part of their development policies. It is also accepted that the development of tourism is an effective tool for economic and social change and transformation in touristic regions (Roche, 1992).

In some countries, tourism and the opportunities provided by tourism are seen as a symbol of prestige and an indicator of modernity (Jenkins, 1980; Roche, 1992). New hotels are expressed as signs of modernity. Thus, tourism aims to undertake the mission of closing the development gap between very different societies and economies. Tourism, which is seen as an alternative development strategy by states in many developing countries, aims to gain a good image in the eyes of Europe with a social change that will encourage Europeanization in Turkey, especially as of this period, and thus contribute to international political goals (Tosun & Jenkins, 1996).

The economic contribution of the hotel industry, which is one of the most important branches of the tourism industry, is an important benefit especially for developing countries such as Turkey. When the sectoral distribution of Gross National Product (GNP) is evaluated, "trade and tourism", which includes hotel management, is by far the largest with a share of 22.17% in national product (DPT, 2019). Due to this contribution, research into tourism and hotel management is important.

There are different operating structures in the hospitality industry. The first of these consists of independent enterprises. Independent enterprises are hotels that are not affiliated with any brand and are operated by their owners or a contracted management company. The second is made up of franchise enterprises that purchase the right to use a recognized brand. Another business structure is management contracts. Like franchising, management contracts allow accommodation chains to access new markets without having to invest in physical activities. The companies that operate the hotel with a management contract act as the agent of the owner of the property. Property owners can use the membership system method, which is another operating structure, when they want to enjoy the privileges or benefits unique to chain businesses while retainning operating autonomy. Finally, hotels can also be operated as a chain. A hotel chain is a hotel group or any accommodation establishment that implements at least one centralized function, sharing a common brand and similar concept, in order to achieve a better market position and improve its performance (Cook, Hsu, & Marqua, 2016).

2. METHODOLOGY

In the present study, a qualitative research method was used to determine the dominant logics in chain hotels in Turkey. The use of institutional logics requires the development of formal typologies (Thornton et al., 2005). Typologies consist of two parts: (a) the definition of ideal types and (b) the set of claims that associate ideal types with the dependent variable (Doty & Glick, 1994). As theoretical models, ideal types offer hypotheses that can be tested by examining the similarities and differences between the ideal types of institutional logic and the independent and dependent variables presented in the cases (Thornton et al., 2005). The universe of the study consisted of 57 hotel chains operating in Turkey and having at least three hotels. The main reason why hotel businesses with at least three hotels are accepted as a hotel chain is the definition of "chain hotel" in the Regulation on the Certification and Qualifications of Tourism Facilities (2005) published by the Ministry of Culture and Tourism in Turkey. In two of the three "chain hotels" definitions made in the regulation, it is stated that hotel businesses called chain hotels must have at least three hotels. In addition, important institutions related to hotel management and tourism, such as the Hotel Association of Turkey and Association of Turkish Travel Agencies, define and list "chain hotels" as businesses with at least three hotels in their publications and bulletins. While 44 of the 57 hotel chains operating in Turkey with at least three hotels are domestic, 13 are foreign hotel chains.

In the selection of the interviewed chain hotels, a written or verbal call was made to the hotel managers operating in Turkey, and interviews were held with the participants on a voluntary basis. Considering the distribution of the chain hotels participating in the study in Turkey, importance was given to the representation of various types, such as city, resort, Anatolian and Istanbul hotels, as well as domestic and foreign chains in the sample. For this reason, maximum variation sampling, one of the purposive sampling methods, was used.

Seventeen interviews, either face-to-face or online, were conducted. Interview times were between 35 minutes and 90 minutes. All interviews were audio recorded with the consent of the participants. Three of the 17 hotel managers requested that the hotel names remain confidential. For this reason, in the study, 14 chain hotels were specified by name, while the other three hotels were named Hotel A, Hotel B and Hotel C.

In the interviews, a semi-structured interview method was preferred. Apart from the interviews, ministry data, books, articles, hotel websites and sectoral newsletters were used as secondary data sources in order to define the sector in more detail and to create reliable typologies. Thus, it was aimed to increase the validity of the study.

The thematic analysis method was used in the analysis of the data and the MAXQDA 24 qualitative analysis program was used in the study. According to this method, certain themes in which a group of concepts are associated with each other are sought (Bernard & Ryan, 2010). The resulting codes (concepts) and the relationships (themes) between these codes serve as the cornerstones used to explain the phenomenon or theory underlying the data. In the present study, the coding method made within a general framework was used. In this method, codes obtained from new data were added to the codes coming from the previously determined conceptual structure; a new code list has been created or updated (Corbin & Strauss, 2014).

According to Thornton et. al (2012), an institutional logic typology should define root metaphor, sources of legitimacy, authority and identity, basis of norms, attention and strategy. Interview questions were prepared with the aim of being able to measure these phenomena. For example, it was assumed that recruiting criteria or decision making process answers are signs of the dominant logic of the hotel. In order to prepare the questions that will contain the answers suitable for the purpose of the study, the questions were checked by both the academic and industry experts and the interviews were started after the questions were approved. Therefore, it was hoped that the interview questions were of a quality that would provide

accurate information about the researched phenomenon. The fact that the answers received in the interviews coincided with the researched cases, no inconsistency was found, and the low number of uncoded parts in the answers given are good evidence for the validity of the study.

The rapid increase in the number of hotels in Turkey has created a constraint for the study. Although updating the number of hotels every week causes changes in the tables created, it is thought that this constraint is not at a level that will affect the results. In addition, it can be thought that the fact that the interviews were held in chain hotels and the level of institutionalism in these hotels is relatively higher than in individual hotels, causes the effect of family logic, one of the institutional logic types, to be low. Conducting the same study in individual hotels would help to better analyze the effect of family logic.

3. RESULTS

In order to increase the reliability of the research, different people who have knowledge about the research topic were interviewed, more than one person's opinion was sought from the analysis and interpretation of the data, and finally, more than one data collection method was used. In the hotels interviewed, general information about the hotel chain was obtained from the websites before the interviews, and this information was checked by questioning the hotel managers again and their information about the chain or the group was confirmed.

In order to measure internal consistency, at the end of the interview, the titles of the features in the "Social Level Institutional Logics and Typical Features" table created by Thornton, et al. (2012) were shown to hotel managers in a random order. In this list, they were asked to mark the concepts they found were important in their hotel. Thus, the results obtained from the research findings were compared with the characteristics marked by the administrators and their consistency was tested. This process also contributes to reliability in measuring whether managers understand the concepts correctly.

3.1. General Information on Managers and Chain Hotels

Managers of chain hotels in Turkey were mostly men (82.4%), people in managerial positions had predominantly (88.2%) received tourism education, and the people in managerial positions had an average of 28 years of industry experience. Chain hotels prefer Istanbul, and especially the Taksim region, which they see as the showcase for Istanbul hotel business, as the first place of establishment.

Seventeen managers of seventeen different hotel businesses representing chain hotels in Turkey were interviewed. In this section, data regarding the positions, genders, educations, professional experiences and years of working in the chain hotel business of the hotel managers interviewed were collected. Obtained demographic information is compiled in Table 1. The findings are important in order to make general evaluations about the current gender distribution, education level, experience and employee turnover rate in hotel management in Turkey.

Table 1. Demographic Characteristics of Hotel Managers

Hotel Name	Position	Gender	Education	Professional Experience (Years)	Experience at Current Hotel (Years)
Anemon Eskişehir	General Manager	Male	Associated Degree in Tourism & Bachelor Degree in Economy	30	8
Hotel A	General Manager	Male	Bachelor Degree in Tourism	24	1
Elite World	Head of Operations	Male	Associated Degree in Tourism & Bachelor Degree in Economy	32	1
Hotel B	General Manager	Male	Associated Degree in Tourism	34	2
Elite World Sapanca	General Manager	Male	Bachelor Degree in Economic and Commercial Sciences	45	8
Holiday Inn Kayseri	General Manager	Male	Tourism High School	22	2
Limak Eurasia	Front Office Manager	Male	Bachelor Degree in Tourism	20	11
MGallery Artisan	General Manager	Male	Bachelor Degree in Tourism	33	2
MGallery Galata	General Manager	Male	Associated Degree in Tourism	35	1
Novotel-Ibis Zeytinburnu	General Manager	Male	Bachelor Degree in Tourism	25	25
Radisson Collection	General Manager	Male	Associated Degree in Tourism	28	1

Hotel C	General Manager	Male	Associated Degree in Tourism	35	13
Sheraton Grand Ataşehir	General Manager	Female	Bachelor Degree in Tourism	25	4
Swissotel The Bosphorus	Hotel Manager	Male	Bachelor Degree in Management	20	10
The Ritz Carlton Istanbul	General Manager	Female	Bachelor Degree in Tourism	25	13
Wyndham Grand Kalamis	Sales & Marketing Manager	Male	Bachelor Degree in Tourism	22	3
Wyndham Hotels & Resorts	Development Manager	Female	Bachelor Degree in Tourism	21	1

Source: Authors

The interviewees were well-equipped and knowledgeable managers about the chain businesses they are affiliated with, and their positions were sufficiently senior so that they could give clear answers to the questions asked, in terms of content. When the experience levels of hotel managers were examined, the participants in managerial positions have been working for at least 20 and at most 45 years. The average experience of the seventeen managers was 28 years. When the time of the managers in their current working chain hotels were examined, it is striking that their current hotel experience time vary considerably. There are managers who have been working in the same chain for 25 years, as well as managers who have been working in the chain for only one year.

3.2. Institutional Logic Determinants in Chain Hotel Businesses

Hotel chains or groups in Turkey use ownership (full or partial ownership), management contract or franchise method as the operating structure. It may be predicted that the business methods and operations differ, depending on the operating structure adopted. For this reason, it was assumed that operating structures used by the chain hotel businesses may be the antecedent or the result of their institutional logic. In this study, six of the hotels were operated by management contract, five were franchised and six were operated by the ownership method.

It is important to understand the institutional logic of the chain, which features or criteria the chains consider when classifying their hotels. The classification systems and criteria of hotels in the hotel industry vary from country to country. One of the most common types of classification in Turkey is the star system. The hotels where the interviews were held are four- and five-star hotels. However, especially foreign chains tend to diversify brands in order to overcome the standardization problem in starring between countries. While there are 19 brands serving under the Marriott group in Turkey, 14 brands represent the Accor group. There are seven brands affiliated with the WHR group, which is the group with the highest number of hotels in Turkey. The number of brands of IHG and Radisson groups operating in Turkey is five.

Although the procedures and priorities used by enterprises in employee selection are handled within the duties and definitions of the human resources departments today, people in managerial positions, who take part in the interviewing, often play an active role in these selections due to their job descriptions. For this reason, the criteria of hotel managers in the selection of employees are considered as a feature that reflects first their own managerial style and then the institutional logic of the hotel businesses they are affiliated with. In the interviews, seventeen hotel managers were asked what they paid attention to in the selection of employees and the codes created according to the answers were gathered under six headings. As can be seen in the figure, the priorities of today's hotel managers when choosing employees are the personalities of the candidates. Personality came to the fore in almost half (48%) of the codings for employee selection, and the answers given a total of thirty-two times were coded under the title of "personality". The managers, who attach importance to personality in the selection of employees, first look at the characters of the candidates, then first impression and harmony with the team, respectively.
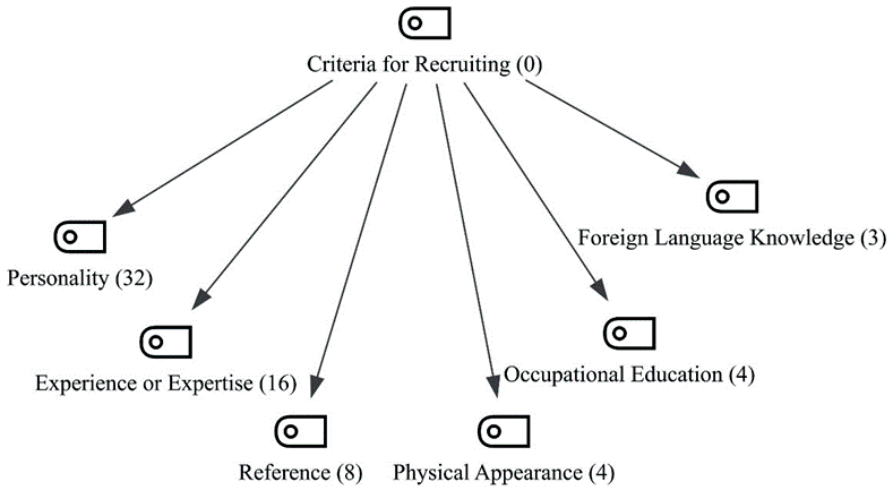
Figure 1. Recruitment Criteria for Chain Hotels in Turkey

Source: Authors

Another important factor for managers in employee selection, after applicant personality, was the past experience of the candidates or the level of expertise related to their fields. When managers were asked about their priorities in employee selection, 24% of the answers, sixteen of them, stated that they attach importance to "experience or expertise". Apart from personality and experience and/or expertise, another important factor was candidates' references. The references submitted by the candidates are among the factors that affect the decisions or choices of the hotel managers. The "reference" title, which is coded eight times in the answers given, is one of the important criteria evaluated in employee selection. The physical appearance and occupational education of the candidates are also among the features that hotel managers pay attention to in the selection of employees and they have a share of 6% in the answers given in this section. Finally, the foreign language knowledge of the candidates is one of the topics that are considered important by the hotel managers and are coded three times.

In hotel businesses, managers may encounter some important decision moments apart from their daily or routine work. It is important how hotel businesses react at important decision moments in their business life and who is influential in these decisions in order to determine their institutional logic. According to the findings, there are four sub-codes of decision mechanisms in hotels. In this research, the board of directors and/or the executive board were as effective as the general manager in taking important decisions. Apart from these two groups, another sub-code that was effective in decisions was

investors. Finally, the headquarters of the chain brand was effective when important decisions were made.

The picture that emerges when we compare the decision-making mechanisms of the hotel chains in Turkey as a domestic and foreign group in the interviews with the hotel businesses is available in Table 2.

Table 2. Number of Coded Sections Related to Decision Making and Chain Type

	Chain Type = Domestic	Chain Type = Foreign
Decider		
The Brand's Headquarters	0	7
Investor	3	6
General Manager	8	2
Board of Directors/Executive Board	10	0
Number=Documents/Speakers	7 (41.2%)	10 (58.8%)

Source: Authors

While the "headquarters of the brand" and "investor" come to the fore as the decision-making mechanism in critical events in foreign hotel chains in Turkey, "board of directors and/or executive board" was not reported by any of the managers. The number of codes indicating that the general manager was effective in important decisions was only two. In contrast, the decision-making mechanism in the seven local chain hotels interviewed was primarily the "board of directors and/or executive board" and then the "general manager". While the category of "investor" was given three times in domestic hotel chains, no coding was made under the category "headquarters of the brand".

In order to examine whether the decision-making mechanism differs according to the operating structures of the hotels, a different cross-table was created and these findings are given in the Table 3.

Table 3. Number of Coded Sections Related to Decision Making and Operating Structures

	Operating Structure = Franchise	Operating Structure = Management	Operating Structure = Ownership
Decider			
The Brand's Headquarters	3	4	0
Investor	5	1	3
General Manager	2	2	6
Board of Directors/Executive Board	0	0	10
Number=Documents/Speakers	5 (29,4%)	6 (35,3%)	6 (35,3%)

Source: Authors

The finding that the board of directors and/or executive board was the decision maker was only found in hotels operated by ownership, while these boards were not mentioned at all in hotels managed by franchise or management contract. The effect of the investor in decision making in franchise businesses and the headquarters of the brand in management businesses were reported more often.

In order to measure community logic, one of the types of institutional logic, it is important for the study to question the practices of the hotel businesses specific to the region or geography they are located in. Thus, it was aimed to measure the community effect by determining the practices that chain hotels use in their location in Turkey but not found in their chains abroad. The answers given are grouped under six sub-codes. Figure shows the distribution of local practices.
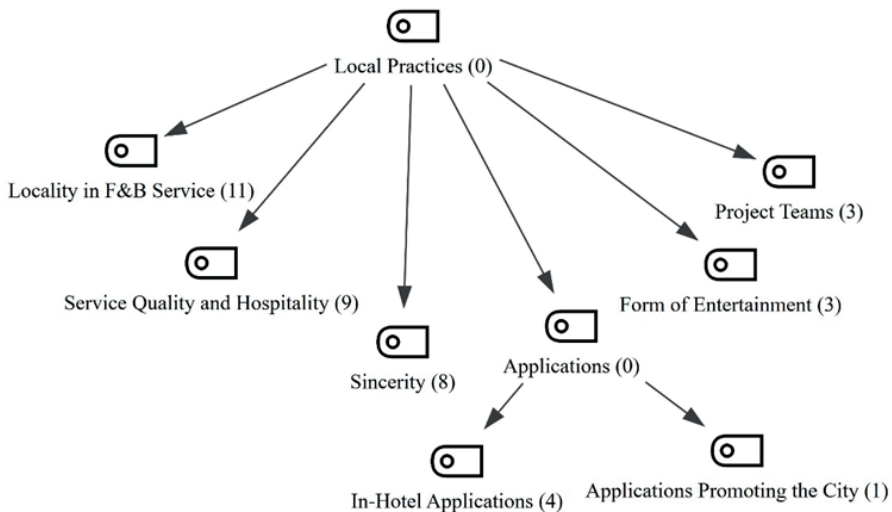

Figure 2. Local Practices in Chain Hotels

Source: Authors

The chain hotels in Turkey stated that they mostly emphasize locality in food and beverage services as a local practice. In other words, they may prefer to reflect the locality by using foods and beverages specific to the region or geography where the hotel is located. Another method of differentiation specific to the region is the "service quality and hospitality" feature. "Sincerity" is another sub-code frequently emphasized in questions measuring community impact. Expressions of sincerity, both established by managers with employees and felt in customer relations, are coded under

this group. Another method used in local practices was "applications". The expressions coded in this title are grouped under two sub-codes as "in-hotel applications" and "applications promoting the city". Hotels can implement a number of practices in order to follow the innovations with some groups they have created within themselves. These expressions, which are coded as "project teams", can also be evaluated under local practices in order to measure community impact. The last practice, which is considered as a local practice, was localization with a "form of entertainment". In terms of entertainment, some chain hotels in Turkey differ from the chain's hotels in other geographies.

In the interviews, the managers of chain hotels in Turkey were asked what the priority was for their institutions at important decision stages, and the answers given here are gathered under four codes. Determining the priorities of the hotel businesses has been evaluated as an important indicator in order to determine the institutional logics they have adopted.

Based on the answers given by the hotel managers, the sub-codes were gathered around four main codes: "in terms of product and service", "in terms of employee", "in terms of guests" and "in terms of management and operation". The code and sub-codes are shown in Figure 3.
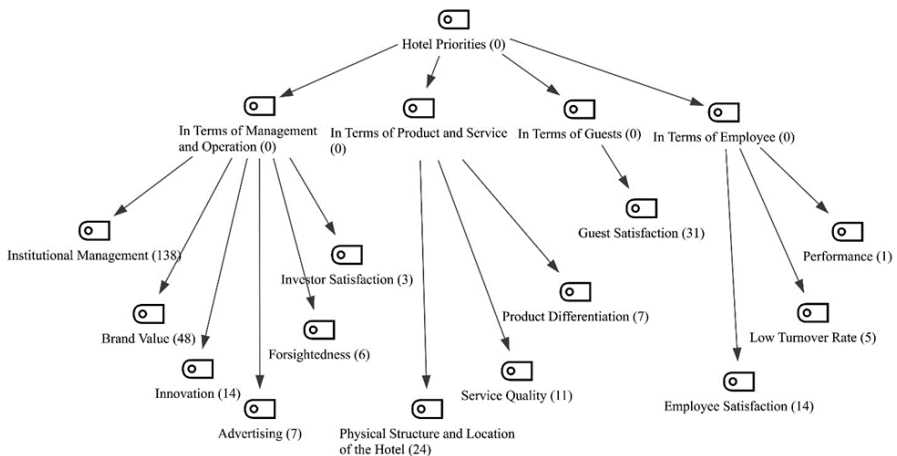

Figure 3. Priorities of Chain Hotels in Turkey

Source: Authors

The findings show that 70% of the issues that hotels prioritize are related to "management and operation". Two hundred and sixteen codings related to this section were made in the interviews. Other issues prioritized by the

hotels include, respectively, "product and service" (14%), "guests" (10%) and "employee" (6%). The code "in terms of management and operation", which is coded the most, was sub-divided into six sub-codes. Among these sub-codes, the "institutional management" code consists of eight sub-codes. Institutional management, which is one of the issues that hotels prioritize in terms of management and operation, includes standards, team management, merit and expertise, rules (legal, moral or ethical), employee training, delegation, know-how and work follow. In other words, the first issue in the priorities of hotel businesses is the concepts related to institutional management. It can be seen from Table 4 whether the priorities related to institutional management, the most frequently coded criterion among the priorities of the hotels, vary according to the operating structures of the hotels.

Table 4. Number of Coded Sections Related to Institutional Management and Operating Structures

	Operating Structure = Franchise	Operating Structure = Management	Operating Structure = Ownership
Institutional Management			
Employee Training	3	2	5
Delegation	1	3	5
Merit and Expertise	8	7	3
Standards	16	10	11
Rules (Legal, Moral or Ethical)	7	8	0
Team Management	22	9	5
Know-how	2	5	1
Work Follow	3	2	0
Number=Documents/Speakers	**5 (29.4%)**	**6 (35.3%)**	**6 (35.3%)**

Source: Authors

The number of each operational structure where the interviews were held is the same or very close to each other. Six hotels operated by management and ownership and five hotels operated by franchises were interviewed. Therefore, there was no problem in comparing the numerical values of the coding frequencies. The concept of institutional management was most frequently reported by managers of franchise hotels, management hotels and hotels operated by ownership, respectively. When evaluated according to sub-codes, team management and standards were reported

most frequently in terms of institutionalization in franchise hotels. Then, the issues of merit and expertise and rules stand out. The concepts related to institutional management were more homogeneous in hotels operated by management. The type of operating structure in which the sub-codes of institutional management show the highest differentiation was in the hotels managed by ownership. As can be seen from the table, standards were the most frequently coded institutional management sub-code, and other sub-elements of institutional management were mentioned much less frequently. In other words, institutional management identified with standards in hotels managed by ownership. In addition, there was no mention of rules and work flow in this form of business.

In the evaluation of the priorities of the hotels, the most frequently coded priority after institutional management was "brand value". Other priorities regarding management and operation were innovation, advertising, foresightedness and investor satisfaction, respectively.

During the interviews, some of the topics that hotel managers considered among the priority issues of their hotels were grouped in terms of "product and service". There are three sub-codes under this heading. According to the coding frequency, the sub-codes were "the physical structure and location of the hotel", "service quality" and "product differentiation", respectively. The physical structure and location of the hotels also provide information about the purposes of the hotels. For example, the size of the meeting rooms is perceived as a sign that it can be used as a congress hotel or the number of rooms is an indication of how many groups it can be used for.

The concept of "guest satisfaction", which is frequently used in interviews and expressed directly or indirectly, is the only sub-code that was evaluated within the "in terms of guests" code. In interviews with hotel businesses, it is striking to what extent the hotels attach importance to guest satisfaction. A total of thirty-one codings were done in this section.

Among the four main codes of priorities for hotels, the last one was the grouping of priorities "in terms of employee". Twenty of the findings obtained from the interviews with hotel managers were coded and evaluated under this title. Interview excerpts emphasizing that they care about the employee were divided into three sub-codes. These sub-codes, in order of frequency, were "employee satisfaction", "low turnover rate " and "performance".

Making an evaluation within the framework of institutional logic regarding the hotel industry in Turkey and creating a typology about the hotel industry were the main objectives of this study. In line with this purpose, while giving

answers to the questions asked in the interviews, general features related to the hotel industry were also mentioned. Thus, we attempt to explain the reasons behind the institutional logic of the hotels and to contribute to the creation of the hotel typology. As in the findings on the priorities of the hotel businesses, the findings were grouped under four main headings, in order that the analyzes would be more detailed and understandable. The features of the hotel industry are shown in Figure 4. All sub-codes were grouped under four super codes: "management and operation", "product and service", "competition" and "employee".
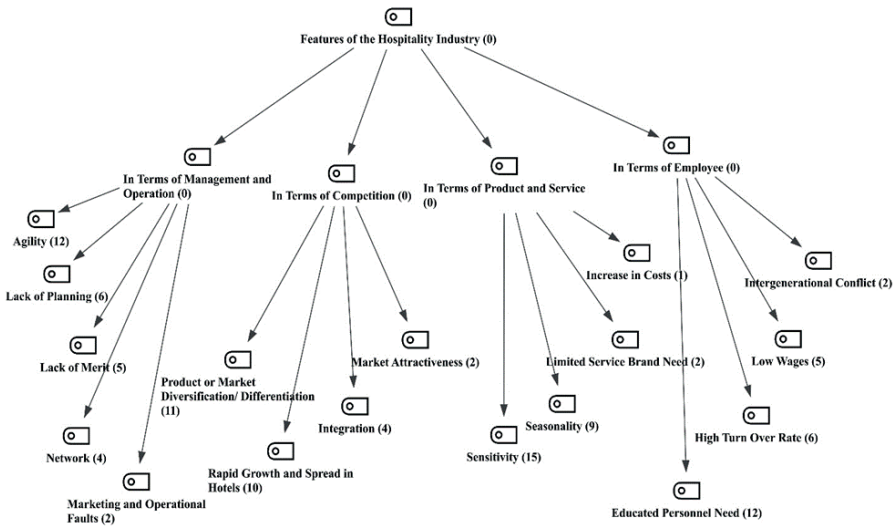

Figure 4. Features of the Hospitality Industry in Turkey

Source: Authors

In terms of management and operation, twelve of the answers emphasized the "agility" feature and became the most frequently coded section under this title. Agility is used to mean the rapid adaptation and reaction of hotels to adverse conditions they may face. Apart from agility, the general features of the hotel industry in terms of management and operation can be listed as lack of planning, lack of merit, network (importance of relations), and marketing and operational faults. Another important factor in determining the characteristics of today's hotel industry was the evaluation of "competitiveness". The responses received in the interviews were divided into four sub-codes in terms of competition and a total of twenty-seven quotes were coded in this section. The most emphasized sub-code about competition was "product diversification and differentiation". The steps

taken in order to compete and distribute the risk were evaluated within this sub-code. In the interviews, product diversification and/or differentiation was emphasized eleven times in total. The hotel industry is growing rapidly, in Turkey and globally. For this reason, another sub-code created was "rapid growth and spread in hotels". In the interviews, it was stated that an important feature of the hotel industry was that it was directly or indirectly affected by other sectors. In other words, positive or negative developments in different sectors related to tourism also exhibit their effects in the hotel sector. This situation was coded as "Integration". The last sub-code, in terms of competition was "market attractiveness". Turkey is attractive to foreign investors as a region in terms of hotel management, and at the same time, domestic companies can see this demand and compete.

The hotel industry in Turkey should also be evaluated in terms of "product and service". The answers given under this category were grouped under four sub-codes. "Sensitivity" in the hotel industry in Turkey is the most expressed and coded part. In other words, hotel managers define the hotel industry as a sensitive sector that is affected by all kinds of events. Another feature of the hotel industry was seasonality. In the interviews, the nine answers that the managers stated that the occupancy rates in their hotels vary according to the season are coded in this section. Another striking feature of the hotel industry was the "limited service brand need" emphasized by hotel managers. Here, limited service is expressed as simpler and more economical or medium-sized hotels in terms of service diversity. In one of the interviews, "increase in costs" was expressed in the product and service upper code related to the hotel sector and it was stated that this had a negative impact on the sector.

The features of the hotel industry in Turkey were also evaluated "in terms of employee" and this upper code was encountered twenty-five times in total. In the interviews, the evaluations about the hotel employees were grouped under four sub-codes: "educated personnel need"; "high turnover rate"; "low wages"; and "intergenerational conflict". In addition to having difficulties in finding trained personnel, hotel managers consider that they have difficulty in retaining their current employees and that "the high rate of personnel turnover" is a general problem of the sector. Another factor that was expressed as a problem in the hotel industry and that prevents the retention of employees was "low wages". The last feature was the "intergenerational conflict". The answers expressed about the coexistence of various generations and their management are coded in this section.

3.3. Findings Regarding the Type of Institutional Logic Adopted in Chain Hotel Businesses

As explained in the literature analysis part of this research, the characteristics of six of the seven types of institutional logic examined were found in chain hotel businesses in Turkey. No findings were found only for the institutional logic of religion. Figure 5 shows the coding findings made according to the types of institutional logics.
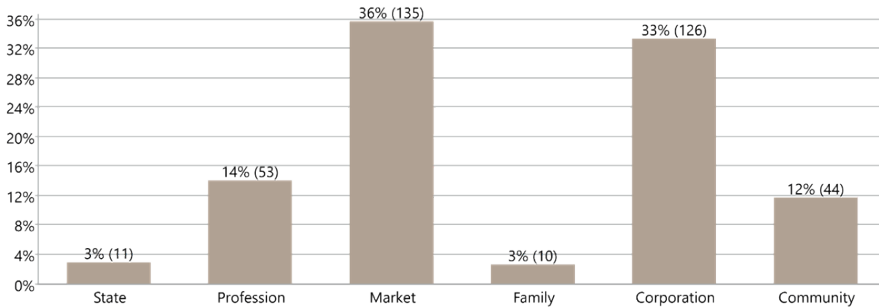
Figure 5. Institutional Logic Based Frequencies of Chain Hotels in Turkey

Source: Authors

The most frequently coded institutional logics were market logic and corporation logic. Apart from these two, the profession and community logics were coded fifty-three and forty-four times, respectively. The number of codes related to state and family logics each had a frequency of 3%.

Market logic, which was the most common type of institutional logic, is defined with seven sub-codes. Of these, "brand value" was the most frequently used sub-code. In other words, chain hotels in Turkey emphasize the importance of brand value and act in accordance with the market logic. "Profitability" was seen as the second most frequently coded sub-title. Profitability, which is expressed as the basis of the strategy within the market logic, is a feature that comes to the forefront in businesses that adopt market logic. One of the important features of market logic is "competition". In businesses where the logic of the market is dominant, the basis of the focus is competition. Considering the interests of all stakeholders who contribute or serve the hotel business was examined under "stakeholders interest". Other important indicators were "growing the market", "status in market" and "firm interests".

The second most common type of logic among chain hotels in Turkey was corporation logic. After the interviews, a total of one hundred and twenty-six codings were made with answers that were thought to have the characteristics of corporation logic. Six sub-codes were established, based on the literature. These were, in order of frequency, "standardization", "growth/diversification of the firm", "organizational culture", "hierarchical structure", "board of directors/management" and "position of the firm". Standardization refers to the obligation of hotel brands to comply with self-imposed criteria. Since these criteria are created by the brand and may vary according to each brand, it was deemed appropriate to evaluated these as a feature of corporation logic.

The next most frequent logic type was profession logic. In the interviews, a total of fifty-three codings related to the logic of profession were made, and most of these codings were grouped under the sub-code of "personal expertise". "Reputation" and "status in profession" were two other features seen in hotels where the profession logic was adopted, apart from personal expertise.

Community logic was next most frequently identified type of logic. A total of forty-four codings were made regarding community logic, consisting of five sub-codes. Half of the codes made were evaluated within the "geographical region" sub-code. In other words, geographical region-specific features can be considered as a reflection of community logic. In addition, emotional connection, common identity, collaborative engagement and belief in trust are other indicators of community logic.

In this study, state logic was rarely found in chain hotels in Turkey. Furthermore, only two sub-codes of state logic, which was identified eleven times in total, were observed. While the first sub-code was the "democratic participation" feature, which expresses the source of legitimacy, the second sub-code was "bureaucratic management", which expresses the source of authority.

Finally, the least common type of institutional logic among chain hotels in Turkey was family logic. Three of the features of family logic, which were coded a total of ten times, were observed in the interviews. These were "Family reputation" four times, and "family politics" and "loyalty" three times each.

The most common types of institutional logic in chain hotels in Turkey were market logic and corporation logic. Table 5 was created in order to interpret whether these logics vary according to the domestic or foreign ownership of the chain.

Table 5. Number of Coded Sections Related to Institutional Logic Types by Chain Type

	Chain Type = Domestic	Chain Type = Foreign
Institutional Logic Type		
State	2	9
Profession	24	29
Market	46	89
Family	8	2
Corporation	41	85
Community	15	29
Number=Documents/ Speakers	7 (41.2%)	10 (58.8%)

Source: Authors

Market and corporation logics were the most common logic types in both domestic and foreign chains. There was no clear differentiation depending on the chain types in terms of profession and community logics. There are findings of profession and community logic in both domestic and foreign chains. However, while the state logic was more dominant in foreign chains, family logic was more common in domestic chains.

Whether the types of institutional logic varied according to the operating structures of the hotels was investigated. The results are given in Table 6.

Table 6. Number of Coded Sections Related to Institutional Logic Types by Operating Structure

	Operating Structure = Franchise	Operating Structure = Management	Operating Structure = Ownership
Institutional Logic Type			
State	3	6	2
Profession	17	16	20
Market	60	30	45
Family	2	0	8
Corporation	40	45	41
Community	13	18	13
Number=Documents/ Speakers	**5 (29.4%)**	**6 (35.3%)**	**6 (35.3%)**

Source: Authors

While market logic was dominant in franchise hotel chains and corporation logic in management hotel chains, market and corporation logics were observed in similar proportions in chain hotels operated by ownership. There was no significant difference between the profession and community logics in terms of operating structures. In addition, while state logic was observed more frequently in management hotels, family logic seems to be much more dominant in hotels operated by ownership compared to other operating structures.

4. DISCUSSIONS AND CONCLUSION

Decision mechanisms in hotel businesses vary according to the type of hotel chain. While the board of directors/executive board and the general manager come to the fore in the decisions in domestic chains, the effect of the brand's headquarters and the investor in the decisions was more prominent in foreign chains. Today, hotel managers primarily give importance to the personality of the candidates in the selection of employees, and then consider the experience or expertise of the candidates. Another striking result obtained from the research was that hotel businesses prioritize management and operational issues. Both domestic and foreign chains attached importance to institutional management, especially by emphasizing standards and team management, and also pay attention to the brand value of the chain. Domestic chain hotels attached more importance to employee training and delegation than foreign chains, and the concept of institutional management was associated with standards in hotels managed by ownership. In addition, although guest satisfaction emerged as a priority issue for both domestic and foreign chains, it was more prominent in Istanbul hotels and resorts. For Anatolian hotels, the concept of guest satisfaction was less important than for Istanbul hotels or resorts. In other words, the priority of guest satisfaction changes according to the location.

The hotel sector is currently thought of as a fragile and sensitive sector. However, Turkey's hotels have seen this situation as an opportunity and have developed the ability to take action quickly against all kinds of negative conditions. This situation, which was included in the category of agility, has turned into a competitive advantage and today it is considered as an opportunity that distinguishes Turkish hotel management from its competitors. However, in order to compete in the face of the rapid increase in the number of both domestic and foreign hotels, hotels have started to take positions more dynamically with strategies, such as product diversification and differentiation. For example, the idea that the all-inclusive system is mandatory in resorts has been replaced by the idea that there may be resorts

that provide service in the form of bed and breakfast, while the opinion that pricing can be made as half board instead of Bed & Breakfast in city hotels has started to become widespread.

The most common types of institutional logic in chain hotels in Turkey were market logic and corporation logic. The brand value and profitability characteristics of market logic and the standardization tendency of corporation logic, as well as the aim of diversifying the company, are typical features of chain hotels. Thus, it was concluded that the features of market and corporation logic, in the logic of Turkish chain hotels, predominantly combine into a hybrid type of institutional logic. Moreover, market and corporation logics are the most commonly detected logic types in both domestic and foreign chains. Thus, the types of institutional logic that dominate the sector do not differ according to the chain type. The necessity of creating a typology was identified by combining the characteristics of market and corporation logic. There is no clear difference depending on the chain types in terms of profession logic and community logic, there are findings of profession and community logic in both domestic and foreign chains. However, while state logic was more dominant in foreign chains, family logic was more common in domestic chains. This can be attributed to the fact that the logic of the state attaches more importance to the principle of democratic participation in foreign hotels and that domestic hotels are more sensitive to family reputation, family politics and loyalty.

The institutional logics of Turkish chain hotels also vary according to the operating structures preferred by the hotels. While market logic predominates in franchise hotel businesses, the structures of the corporation logic are more common in management hotel businesses. The hotel businesses operated by franchise showed typical features of market logic, as the investor undertakes the majority of the risk and in this context, they exhibit profitability and stakeholder interest-oriented behavior. Management hotels, on the other hand, aim to grow and diversify the company instead of profitability being the main factor. It is a management style in which organizational culture and hierarchical structures come to the fore. In the hotels operated by ownership, the features of the market and corporation logics feature almost equally. We suggest that the similar features of market and corporation logics come together to form a hybrid logic in ownership hotels.

One of the main purposes of the study was to create an exemplary typology for the institutional logic of chain hotels in Turkey. Therefore, together with the findings of the study, the codes that support these findings were examined and a typology of chain hotels was created.

The typology arranged for the logic of chain hotel management in Turkey is shown in Table 7, below.

Table 7. Typology Of Hospitality Logic Of Chain Hotels In Turkey

	Chain Hotel Logic
Root Metaphor	Institutional Management
Sources of Legitimacy	Brand Value
Sources of Authority	Investor or Brand (Depends on operating methods)
Source of Identity	Collaborative Action
Basis of Norms	Standards
Basis of Attention	Guest Satisfaction
Basis of Strategy	Diversifying the Firm

Source: Authors

Chain hotels, whose metaphor origins are created by institutional management elements, gain legitimacy according to the brand values in the market. Being able to act together as a team in hotels where the investor or brand holds the authority according to the operating structure is important in terms of gaining a common identity. While the standards set by the brands constitute the basis for the rules of the business, guest satisfaction is seen as the focal point of the hotels. This focus, which even surpassed profitability, carries the belief that it will ultimately bring profitability with it. In other words, ensuring customer satisfaction will result in profitability.

The research findings support studies in the literature that emphasize the prominence of hybrid institutional logics (Dudka et al., 2023; Greve & Zhang, 2017; Siefkes et al., 2024; Sloot et al., 2024; Tang & Yang, 2024). Results also differ from studies that claim that the dominant logic in the sector is market logic. A hybrid type of logic that carries certain characteristics of market and corporate logic dominates the hospitality industry.

The findings of this study have theoretical and practical implications. It is hoped that determining the institutional logic of chain hotels in Turkey will contribute to the tourism industry and the field of management and organization. Applying the institutional logics perspective, this paper contributes to the existing literature by creating a typology for chain hotels in Turkey. The perspective of institutional logics presented in this paper offers a valuable framework for comprehending changes within the industry

and addressing pertinent questions related to identity (who we are) and practice (what we do), which are crucial for the evolution of organizations and markets.

The findings of this study will also providing an analysis that may be used in government policy making, either in already exisiting policy or for future policy. While institutional logics affect the decision mechanisms of investors, managers and chain brands, they should also be taken into account in the government's tourism and hotel management policies. We belive that these findings should be taken into account in international competition for both hotel businesses and governments.

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