Innovation Management Practices and Benefit of Innovation Management in The Accomodation Industry

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Article Info	ABSTRACT
	Constant changes in the demands and expectations of tourists make the tourism market structure changing and uncertain. Innovation, which is seen as a way to cope with this change and uncertainty, is perceived as the main source of competitive advantage and performance in the ever-changing tourism industry. In this context, accommodation enterprises try to differentiate themselves in order to survive and gain competitive advantage. This is only possible by implementing innovative activities. In this research, it is aimed to reveal the effect of innovation management practices of accommodation enterprises in Alanya on the benefit of innovation management. In the content of the research, the data were obtained by survey from 100 hotels with convenience sampling method. According to the findings obtained, accommodation enterprises implement service innovation. Decisions regarding innovation practices are taken by the owners and general managers. The competitive advantage of accommodation enterprises is determined by the quality of the service they offer. However, although the research and development department (R&D) forms the basis of innovation practices, it has been determined that most of the accommodation enterprises participating in the research do not have such a department. Finally, behavior-based evaluation has the highest impact on the benefit of innovation practices.

Konaklama İşletmelerinde Yenilik Yönetimi Uygulamaları ve Yenilik Yönetimi Yararı Arasındaki İlişki

Makale Bilgileri	ÖZ
	Turistik tüketicilerin talep ve beklentilerindeki sürekli değişimler, turizm endüstrisinin pazar yapısını değiştirme ve belirsiz hale getirmektedir. Bu değişim ve belirsizlikle başa çıkmanın bir yolu olarak görülen inovasyon, sürekli değişen turizm alanında rekabet avantajı ve performansın ana kaynağı olarak algılanmaktadır. Bu bağlamda konaklama işletmeleri hayatta kalabilmek ve rekabet avantajı elde edebilmek için kendilerini farklılaştırmaya çalışmaktadırlar. Bu da ancak yenilikçi faaliyetler yürütmekle mümkündür. Bu araştırmada Alanya'da bulunan konaklama işletmelerinin yenilik yönetimi uygulamalarının yenilik yönetimi yararı üzerindeki etkisinin ortaya çıkarılması amaçlanmaktadır. Araştırma kapsamında veriler, kolayda örnekleme yöntemiyle yüz otelden anket yoluyla toplanmıştır. Elde edilen bulgulara göre konaklama işletmeleri hizmet yeniliği uygulamaktadır. Yenilik uygulamalarına ilişkin kararlar ise işletme sahibi ve genel müdürler tarafından alınmaktadır. Konaklama işletmelerinin rekabet üstünlüğünü sundukları hizmetin kalitesi belirlemektedir. Ancak araştırma geliştirme bölümü (AR&GE) her ne kadar yenilik uygulamalarının temelini oluştursa da araştırmaya katılan konaklama işletmelerinin çoğunda böyle bir bölümün olmadığı tespit edilmiştir. Son olarak davranış temelli değerlendirme yenilik uygulamaları yararı üzerinde en yüksek etkiye sahiptir.

INTRODUCTION

Considering that the current technological level and progress will be continuous with globalization, the innovation efforts of the enterprises are also continuous. Due to the nature of tourism, most tourists demand something different and attractive. In other words, tourist expectations and trends often change (Yağcı, 2008). With regard to the economic and social change in tourist demand, we can only compete with competitors through innovation. Therefore, the tendency to the concept of innovation is increasing each day in order to strengthen tourism efficiency (Elzek et al., 2020).

Innovation is derived from the Latin word "innovatus". It means converting an idea into a product (good or service) that can be sold or improved. Innovation is important for businesses to survive and be successful in a competitive market. Therefore, it is extremely significant that innovation and being open to innovation are one of the most important factors in gaining competitive advantage, protecting the future independence of businesses and organizations, creating a good market share and making more profits for businesses (Işık & Meriç, 2015).

29.8% of enterprises in Turkey make technological innovations. Within the scope of technological innovation activity, 27.4% of the enterprises make product or process innovation, while the rate of enterprises with ongoing technological innovation activities is 12.6% and the rate of enterprises with ineffective activities is 4.9%. During the same period, 27.7% of enterprises practise non-technological innovations. 12.7% of the enterprises within the scope of non-technological innovation activity are organizational innovation and 16.6% are marketing innovations (Akıncı, 2011).

Using information technologies in service enterprises contributes to providing competitive advantage, meeting customer expectations and creating organizational value (Buhalis, 1998). However, the problems experienced in the sharing information in the tourism sector prevent innovation activities making intensively (Lafferty & Fossen, 2001). Creativity is only a fundamental part and first step of the innovation process. It is thinking about something new, innovation is doing something new. In other words, individual or group creativity is the starting point of every innovation. Therefore, innovations involve originality, flexibility and creativity (Olimovich & Alimovic, 2019).

In this research, it is aimed to reveal the Innovation Management Practices and the Benefit of Innovation Management of the accommodation enterprises in Alanya. First of all, the concept of innovation, innovation management and innovation management in tourism enterprises are included in the research. Then, the findings regarding the analysis of the data obtained through the survey are presented.

THE CONCEPT OF INNOVATION

Innovation means improving products, processes and practices in order to create a difference and add value, a phenomenon that strengthens the potential to develop a new product, respond to any change in the organizational environment, create welfare and industry (Naktiyok, 2007). Innovation can be expressed as realizing changes and innovations that will create added value in products, services and processes and contributing to business outputs. (Demir, 2014). Organizational models and management mentality of enterprises change according as technological developments (Çavuş & Akgemci, 2008). Therefore, enterprises will not be able to continue their activities unless they make innovation. (Çiftçi et al., 2014). In fact, businesses invest in knowledge through innovation to provide new goods and services to consumers. In this respect, innovation can be defined as the process of finding solutions to develop a product or offer a new service in the

market. Thus, a new product, service or process is presented to customers (Boycheva, 2017). Key points about innovation are (Yağcı, 2008):

- It is discovering new ways and methods in production,

- Creativity and technology are the most important sources,

- It is a process with the contribution of all employees and

- Minor changes in the production method or product are not considered as innovation.

Innovation consists of three basic components: a new technology, method or market, successful implementation and adding value to the enterprises (Köksal, 2008). In this context, the most innovative activities in the tourism sector are made in the technological field (Orfila-Sintes et al., 2005) and accommodation enterprises (Pikkemaat, 2008). It can be said that innovations are classified in different ways according to the innovation they contain. The level of product innovation, process innovation, marketing innovation or higher level organizational innovation in innovation activities of enterprises is associated with their past experience in the tourism market and their compatibility with the characteristics of the market in which they offer products (Giritlioğlu et al., 2017).

THE IMPORTANCE OF INNOVATION IN TOURISM

Tourism innovation is a series of new and creative operations aimed at developing tourist destinations and improving the services offered to tourists to meet the needs and desires of tourists (Sipe & Testa, 2009). In addition, according to UNWTO (2019), innovation in tourism in terms of sustainable tourism development is the introduction of an advanced or new component that provides tangible or intangible benefits and guest satisfaction for tourism and community stakeholders and increases the competitiveness in the market by improving the core competencies of the tourism industry. Therefore, in this part of the research, the importance of innovation in tourism is examined at the level of economic, tourism region, local people and tourists.
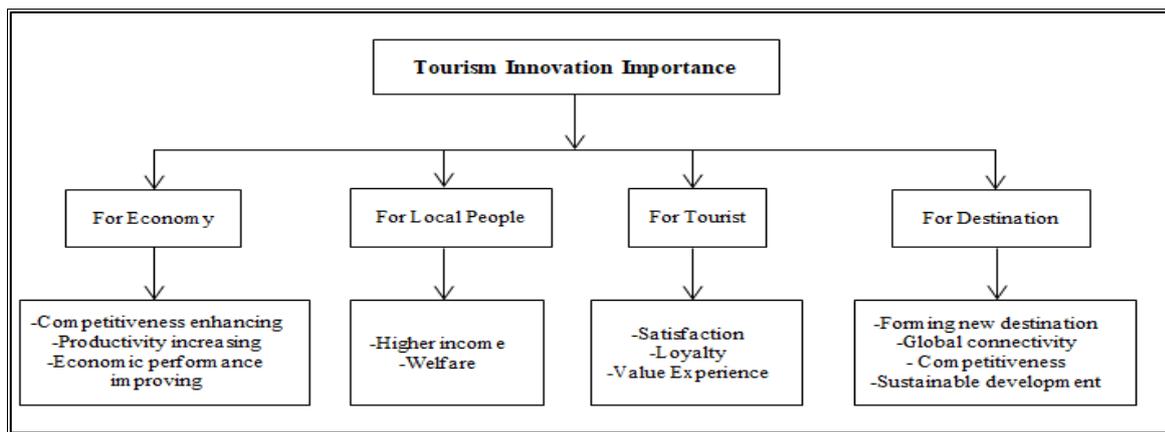
Şekil 1. *Tourism Innovation Importance (Elzek et al., 2020)*

Innovation in tourism at the economic level is an integral part of the economic performance and competitiveness of both tourism organizations and tourism regions (destinations). Innovations greatly affect economic performance, support entrepreneurship and increase the effectiveness of the state's role. Furthermore, tourism innovations contribute to the increased efficiency and productivity of tourism companies and organizations and facilitate the relationship between them. (Hjalager, 2015).

Tourism development in any tourism region is unthinkable without considering the local resident. Tourism innovation at the local resident level contributes to maintaining the cohesion of the tourism industry and its relevance to the resident. Additionally, tourism innovation positively affects the local resident economically by increasing productivity. Thus, the economic and environmental role of local resident is extremely important in the development of sustainable tourism. (Boycheva, 2017).

Tourism innovation at the tourist level is one of the most important factors that contribute to meeting the needs and desires of tourists, provide comfortable accommodation for tourists, increase the value of tourism experience and their loyalty to tourism regions. Tourism innovation influences tourist decision making or evaluations after visit. It also helps tourists enjoy goods and services that satisfy their desires (Souza et al., 2017).

Tourism innovation at the tourism region level is also considered an important factor in terms of the competitiveness of tourism regions and plays the fundamental role in tourism region management. Tourism innovation has impacts on knowledge generation and collaboration, sustainable management of resources, global tourism region connectivity, marketing and management of organizations working in tourism regions and doing tourism activities. In addition, tourism innovation is the primary factor affecting sustainable development and the formation of new tourism regions (Maráková1 & Medveďová, 2016).

INNOVATION MANAGEMENT IN TOURISM ENTERPRISES

The impact and performance of innovation practices in the tourism sector consists of four components: service/product, market, process and organization (Yağcı, 2008). In this context, tourism innovation involves areas such as tourism products, tourism regions, technology, operational institutions, business models, architecture, skills, tools, services and/or marketing, management, communication, operations, pricing and quality assurance. Actually, innovation can be done in a company's product, service, production, distribution, way of doing business, marketing and design. These are respectively called product, service, process, organizational and marketing innovation (Köksal, 2008). Providing competitive advantage of tourism enterprises and sustaining it depend on having the elements of competitiveness, service quality, cost and information-technology. For this reason, hotel enterprises are considering innovative approach that have become an important trend in almost all sectors in recent years (Durna & Babür, 2011: 80).

A product/service innovation is the introduction of a good or service that is new or significantly improved based on its existing features or intended uses (Aygen, 2006). Thus, tourism innovation in terms of product or service is defined as the provision of services to tourists. Innovation in services is a process by which tourism organizations or tourism regions transform themselves into new or improved services to differentiate themselves from their competitors (Kjos, 2013). According to Skålén et al., (2014), service innovation is the creation of new values by integrating existing practices and resources by new methods. For example, lighting design is extremely important in architecture as it enhances the appearance of the hotel. For this reason, the lighting design in a hotel building is designed to provide visual comfort conditions and safety, as well as to guide customers and to respond to different functions by emphasizing certain details in the areas (Şahin, 2006). Considering the practices of the tourism in the world, hotel enterprises use the method of presenting comprehensive information about them by organizing promotional tours. In Rixos Hotel Group applications, beauty center, massage parlor, fitness center, Turkish Bath, Sauna and Thalasso Spa services are provided at the Rixos Royal Spa centers, which are the own brand of the group. Thus, the brand strength is highlighted (Kurar et al., 2015). Due to the complex nature of tourism services and products, tourism services can be said to be a part of product and

process innovation (Dinçer et al., 2017).

Product or service innovations occur with the introduction of new products to the market, and process innovations occur as a result of reducing the cost of the business (Boone, 2000). The fact that the needs of the customer and the market are at the forefront of new product development theories ensures that the concept of customer is placed at the base of the process-oriented organization thought (Ottosson, 2004). In this context, process innovation allows to increase the value offered to the customer as a result of the development of industry or service enterprises and the improvement of quality and reliability (Güleş & Bülbül, 2004). Ulwick (2005) defined process innovation as the process of finding solutions to improve the product or offer a new service in the market. According to Schermerhon (2007: 333), innovation as a process includes a special case of organizational change and activities to produce a new product. Boycheva (2017) defines process innovation as an investment in knowledge development to provide new goods and services to consumers.

Organizational innovation is characterized as the application of a new organizational method in the business practices, workplace organization or external relations of the enterprise (Çınar, 2017). Organizational innovation refers to the application of a set of new trends in organizational and administrative aspects of the tourism process to increase the effectiveness of the enterprise (Elzek et al., 2020). For example, Al-Romeedy (2019) stated that it is important to train employees about protecting the environment where tourists travel.

According to another definition for innovation, it is defined as the realization of a new or significantly improved product, with a new marketing method, in the business's internal practices, workplace structure and external connections (Yeşil et al., 2010). Therefore, marketing innovation is closely related to the marketing mix. It gives importance to marketing innovations, opening up to new markets, repositioning the product in the market to increase sales, pricing strategies and product package design. (Çınar, 2017).

Types of innovation are extremely complex and different (Edquist, 2001). The Oslo guide classifies innovation under four headings: product/service, process, marketing and organizational innovation (OECD, 2005). There are many types of innovation in general and tourism innovation in particular. Depending on the definition of Schumpeter (1961, cited by Elzek et al., 2020), many researchers agree that tourism innovation has four essential kinds: product, process, organizational, and marketing innovation (Booyens ve Rogerson, 2016). Although there is consensus among some researchers about the existence of four main types of tourism innovation, there is a wide variety of research and studies. Innovation can be done in a firm's products and services, its production, distribution, way of doing business, design and marketing methods (Elçi, 2006). In this context, it can be said that there are nine types of innovations related to tourism. These are (Ottenbacher & Gnoth, 2005; Yağcı, 2008):

- Market selection: It is the most important determinant of success in developing new services. Managers emphasize the current and future size of the market. In other words, both the potential and attractiveness of the target market are extremely important. Ways to reach both existing and new consumers are determined through marketing innovation.

- Strategic human resources management (SHRM): It is the development of a human resources strategy suitable for market needs and changes. In other words, it is the planned human resource distribution and activities aimed at ensuring that an organization achieves its goals. This type of innovation includes rewarding and empowering employees.

- Training of employees: Informing and training the staff in line with the targets. They are

programs planned to increase the performance of individuals and groups. This also means changes in employees' knowledge, skills, attitudes or social behavior.

- Market responsiveness: It is an innovation application about knowing and closely following market sensitivities, fashion and trends. Successful innovations have a high level of market sensitivity. Close customer contact, detailed consumer research, forecasting of fashion and trends based on active market research.

- Empowerment: It is the support of the staff by the management in the innovation process and giving him initiative. It refers to the autonomy that managers give to employees in work-related decisions.

- Behavior-based evaluation: Strategic human resources management refers to the acquisition of positive behavior characteristics that will ensure consumer satisfaction by associating it with personnel training and empowerment. Appropriate performance is encouraged for employees in contact with the customer. In this context, performances such as giving friendly service, their ability to solve customers' complaints and problems, and meeting customer requests and needs are evaluated.

- The Market Synergy: It is the harmonization and linking of the elements that make up the marketing mix with the innovation approach. A successful innovation is conformed with the product and service offered by the business. In other words, products and services are priced appropriately, promoted and advertised.

- Employee commitment: The innovation development process is a series of logical activities between idea producing and development. Not only employees in product and service development, but also other employees are involved in the process. Thus, it helps to motivate the staff for innovation and work and to increase the sense of belonging.

- Tangible quality: Material elements include objective qualities such as reliability, accuracy and consistency of the service product. For this reason, it should be ensured that quality standards are determined and adopted by staff at all levels.

It is seen that nine items are necessary for innovation management practices to be successful. The biggest impact comes from its management. The most important contribution to innovation management practices is strategic human resources management, and secondly, the target market selection. The product is related to tangible quality, and employee engagement is about process innovation (Ottenbacher & Gnoth, 2005). Innovation practices affect positively the image of the business, customer satisfaction and productivity (Jacop et al., 2003). Innovation is not just inventing new products (Ottenbacher & Gnoth, 2005). The product can be a good or a service. However, the reason for producing the product is to meet the need. It will become necessary to innovate for goods or services that cannot meet the need, meet the expectations, have high production costs and are low in competitiveness (Yağcı, 2008).

ACCOMMODATION ENTERPRISES

The fact that tourists travel to tourism regions for various purposes makes it difficult to create a tourism region typology. In this respect, basic factors such as attractiveness, accessibility, image, activity and tourism businesses should be taken into account while creating this typology (Komppula, 2001). Tourism enterprises are the elements that sell accommodation, food and beverage, transportation, entertainment and souvenirs that can meet the needs of tourists in the regions they visit (Hacıoğlu & Avcıkurt, 2011). Tourism enterprises generally cannot meet all the needs of a tourist alone. Therefore, tourism marketing is based on an integrated product combined

with its various elements (Güler Gönenç, 2015). For example, hotel, plane or train are seen as an integrated product because it is not a tourism activity on its own (Hacıoğlu, 2014). In this context, accommodation enterprises meet the requirements such as accommodation, comfort, rest, eating and drinking and entertainment. Accommodation enterprises are divided into types such as hotels, motels, holiday villages, pensions, mountain hotels, thermal facilities. (Kozak, 2014).

Hotel enterprises are classified according to their location, service, size and working hours (Kozak, 2010). Hotels are divided into two main groups as touristic and non-touristic hotels. (Adan, 2011). The classification of hotels is based on the star system (Foris, 2014). The five-stars hotel contains the most outstanding features of the classification. Hotel enterprises whose main function is to meet the overnight needs of customers, are both a tourism product and an infrastructure condition of tourism development (Cong, 2016).

Hotel enterprises include all goods and services that customers first contact for overnight stays, services needed and customers leave the hotel. For this reason, today's hotel enterprises meet their customers' overnight and entertainment needs together (Cong & Dam, 2017). In addition, hotel and food & beverage enterprises are the two most important touristic products in the selection of the tourism region. Therefore, accommodation and food & beverage services increase customer satisfaction, revisit intention and probability of recommendation (Nguyen Viet et al., 2020).

METHODOLOGY

In this research, it is aimed to reveal the effect of innovation management practices of accommodation enterprises in Alanya on the benefit of innovation management. There are a total of 517 accommodation enterprises in Alanya, 264 of which are ministry-certified and 253 are municipality certified. They host approximately seven million tourists annually with a capacity of 69,773 rooms and 152,385 beds. The population of this research consists of 264 ministry-certified hotel enterprises.

The formula ($n=Nt^2pq/d2(N-1)+t2pq$) was used to calculate the sample size (Baş, 2006). In this formula, (N) is the number of individuals in the target group, (n) is the number of individuals to be sampled, (p) is the incidence of the examined event, (q) is the frequency of the absence of the examined event, (t) is the theoretical value found according to the t table at a certain significance level, and (d) is the accepted sampling error based on the incidence of the event. The number of beds in 264 hotel businesses in the research population was determined. When the sample size is calculated with a 95% confidence interval (α =0.05), with 8% sampling error for p=0.5 and q=0.5 and t=1.96 values, the number 95 is obtained. The number of collected surveys is 100 and it can be said that sufficient sample size has been reached.

The reason for choosing Alanya as the research area is the reports stating that tourism regions with high employment and number of businesses will have a higher chance of recovery after the corona virus epidemic (TURSAB, 2020). More than seven million tourists prefer Alanya annually with its 575 accommodation facilities. In this respect, Alanya is an important tourism region of Turkey. Therefore, the research findings are important in terms of providing information to the partners of the tourism region.

Research Hypothesis

The purpose of the research can be achieved by answering the following question: "To what extent do the accommodation establishments in the Alanya tourism region adopt various tourism innovation practices?"

$H1_1$: Innovation management practices and benefits of innovation management in Alanya

differ by people's genders.

H2$_1$: Innovation management practices and benefits of innovation management in Alanya differ by employee.

H3$_1$: Innovation management practices and benefits of innovation management in Alanya differ by rooms.

H4$_1$: Innovation management practices and benefits of innovation management in Alanya differ by R&D.

H5$_1$: Innovation management practices and benefits of innovation management in Alanya differ by activity area.

H6$_1$: Innovation management practices and benefits of innovation management in Alanya differ by participants age.

H7$_1$: Innovation management practices and benefits of innovation management in Alanya differ by type of hotels.

H8$_1$: Innovation management practices and benefits of innovation management in Alanya differ by education.

H9$_1$: Innovation management practices and benefits of innovation management in Alanya differ by industry experience.

H10$_1$: Innovation management practices and benefits of innovation management in Alanya differ by duration.

H11$_1$: The Benefit of Innovation Management and innovation management practices differ by department of the hotel.

H12$_1$: There is a relationship between the Benefit of Innovation Management and innovation management practices.

H13$_1$: The innovation management practices positively affect Benefit of Innovation Management.

In the process of adapting the scales of the research in terms of the deductive method, a wide literature review was conducted based on the sources on this subject and by making use of the researches on the subjects similar to this research. In order to answer the research question and hypotheses, primary and secondary data were used to determine the innovation practices of the ministry-certified accommodation enterprises in Alanya. Primary data were collected by choosing convenience sampling method through a survey prepared with expert and academician opinion for validity according to the current literature.

The survey consists of a total of 19 questions. Questions 1-5 (Elçi, 2006; Rızaoğlu, 2012) are aimed at determining the demographic characteristics of the participants, and questions 6-10 (Naktiyok, 2007) of the enterprises. Questions 11-15 of the survey (Giritlioğlu et al., 2017) include multiple questions about innovation management practices of enterprises. Innovation is the successful implementation of creative ideas in any organization or company. Tourism is not just a production of goods or services. Many intangible traits become tangible for humans (Olimovich & Alimovic, 2019). Therefore, the 16th question of the survey is for one-factor innovation management practices scale (Ottenbacher & Gnoth, 2005; Yağcı, 2008) with nine Likert-type questions and the 17th question is for benefit of innovation management (Elzek et al., 2020) scale adapted by the researcher. Due to the difficulty of conducting face-to-face surveys due to the

coronavirus pandemic (Covid-19), the form created via Google Form was sent to the participants electronically in August 2022 during the data collection process. The survey was done once. Within the obtained data set, 100 questionnaires suitable for statistical analysis were used in the analysis.

Statistical methods such as correlation, explanatory factor analysis (EFA) and confirmatory factor analysis (CFA) were used in the measurement tool adaptation process. Translation-Back-Translation technique was applied in the Turkish and English translation phase of the scales used in the research. The final form of each scale was first translated into Turkish and English by two researchers who are experts in the field of English Language Education. In order to determine the characteristics of the scales, first of all, validity inquiries were made. Explanatory factor analysis was applied firstly and then confirmatory factor analysis was performed to the same data to obtain proof of construct validity.

The analyzes of the obtained data were made with the "SPSS 25 for Windows" and Lisrel 8.80. Since the selected sample size is (n) > 30, it can be assumed that the data have normal distribution (Şencan, 2005). Within the scope of the study, firstly frequency, percentage distribution, Independent Sample t-Test for comparisons of two groups, and Anova test for comparisons of three or more groups was used. The significance level of $p < 0.05$ was employed in the interpretation of the results.

Research have constraints. Being limited to Alanya of data, time and cost are the most important ones. Other limitations are that the responses of the participants are based on personal perceptions, the possibility of finding differences between the real situation and personal perceptions, and the number of surveys is not very high due to the pandemic environment. The findings obtained within the scope of this research will be shared with Alanya local governments, and recommendations will be made to eliminate the deficiencies, if any, regarding the innovation practices of accommodation enterprises and to gain an innovation-oriented management approach. There are abbreviations in the research (For example; $\overline{X}$= Mean; S.D: Standard deviation, f= frequency; AVE= average variance extracted, CR=Composite Reliability, M.D.=Mean difference).

RESULTS

Innovation Management Practice and Benefit of Innovation Management are, first of all, closely related to some of their personal characteristics. Therefore, the demographics of the respondents and properties of the hotels in the sample group should be examined.

Table 1. *Demographic Characteristics of The Respondents*

Gender	f	%	Department	f	%	Industry experience	f	%
Female	58	58	General Manager	21	21	Short term	12	12
Male	42	42	Department Manager	31	31	Midterm	22	22
Total	**100**	**100**	Others (HR, PR, Chef etc.)	48	48	Long term	66	66
Age group	**f**	**%**	**Total**	**100**	**100**	**Total**	**100**	**100**
Under 30 years	20	20	**Education**	**f**	**%**			
31-40	41	41	High school	44	44			
41-50	23	23	Facuty degrees	48	48			
More than 51 years	16	16	Masters degrees	8	8			
Total	**100**	**100**	**Total**	**100**	**100**			

Table 1 shows the demographics of the respondents. Accordingly, the majority of the participants are female (58%), general menager (21%), 31-40 years old (41%), faculty degrees (48%), and have Industry experience for long term (42,9%).

Table 2. *Properties of The Hotels*

Room	f	%	Employee	f	%	R&D	f	%
Under 100	11	11	Under 50	11	11	Yes	34	34

More than 101	89	89	More than 51	89	89	No	66	66	
Total	**100**	**100**	**Total**	**100**	**100**	**Total**	**100**	**100**	
Type of Hotel	**f**	**%**	**Duration**	**f**	**%**	**Activity area**	**f**	**%**	
5 Stars	65	65	Under 5 years	12	12	Resort hotel	64	64	
4 Stars	17	17	5-10 years	17	17	City hotel	36	36	
3 Stars	8	8	More than 10 years	71	71	**Total**	**100**	**100**	
Others (apart, hostel etc.)	10	10	**Total**	**60**	**100**				
Total	**100**	**100**							

Table 2 shows properties of the hotels within the scope of the research. Accordingly, the majority of the them are more than (9%), type of hotel (65%), employee (89%), duration (71%), R&D (66%), and resort hotel (64%).

Table 3. *Multiple Responses*

Innovation Manager	Responded		Percent % (n=100)	Competitive Advantage	Responded		Percent % (n=100)	Innovation Type	Responded		Percent% (n=100)
	f	%			f	%			f	%	
Owner	63	44,7	63	Quality	73	56,2	73	Service	78	51,7	78,8
General Manager	44	31,2	44	Price	29	22,3	29	Product	37	24,5	37,4
Department Manager	18	12,8	18	Information technology	14	10,8	14	Market	21	13,9	21,2
Others	16	11,3	16	Others	14	10,8	14	Proces	15	9,9	15,2
Total	**141**	**100**	**141**	**Total**	**130**	**100**	**130**	**Total**	**151**	**100**	**152,5**

As seen in Table 3, it has been determined quality (56.2%) for competitive advantage, service (78.8%) for innovation type, and that hotel owner (44.7%) is the decision maker for innovation.

A nine-item one-factor structure was obtained to identify the best practices in innovation management and a three-item one-factor structure to identify the benefit of innovation management. In order to determine the reliability of the scales, analyzes were carried out through the data obtained from 100 people participating in the research. At this stage, it is revealed whether the Principal Components Analysis, EFA and CFA models have a good fit index in order to obtain the scales. In EFA, as in previous studies, the rotation method (varimax) was preferred to avoid interrelated factors. When the factor structures of the original form of the scales and the translation form were compared in the analysis results, it was seen that the structure in the original form was preserved. In order to perform EFA, the mean of the common factor variance value should be above 0.60. Furthermore, for item-total correlation, the value of the items in the scale is required to be 0.30 or higher, for item-total correlation, the value of the items in the scale is required to be 0.30 or higher. (Büyüköztürk, 2002, Nakip, 2006). If the Cronbach Alpha (α) value calculated for internal consistency is 0.70 and above, it is considered a good value (Hair et al., 2009).

Table 4. *Innovation Management Practice Scale Factor Analysis*

Code	Component	$\bar{X}$	Std. Deviation	EFA Factor loading	EFA-Eigenvalues	CFA Factor loading	CFA R^2	CFA t-Value	CFA - AVE	CFA - Cr	Communalities	Corrected Item-total Correlation
ITE	F3-Training of employees	4,43	,97	,903		0.87	0.38	10.94			,903	,816
SHRM	F2-Strategic human resources management	4,31	,98	,900		0.87	0.76	10.87			,900	,810
TMS	F7-The Market Synergy	4,33	,93	,899		0.89	0.80	11.35			,899	,734
TAD	F4-Market responsiveness	4,39	,90	,877		0.87	0.75	10.77			877	,445
ESS	F5-Empowerment	4,35	,99	,876	6,601	0.87	0.75	10.76	0.69	0.95	,876	,767
QMS	F9-Tangible quality	4,39	,89	,869		0.85	0.73	10.49			,869	,755
TMMF	F6- Behavior-based evaluation	4,24	,91	,857		0.84	0.71	10.32			,857	,734
PEM	F8-Employee commitment	4,31	1,01	,835		0.81	0.66	9.71			,835	,697
TMD	F1-Market selection	4,33	1,03	,667		0.62	0.38	6.69			,667	,445

CFA→Cronbach Alpha (α): ,952, **Total % of Variance (%):** 73,347, **KMO:** ,936, **Bartlett's Test of Sphericity:** 837,566, **p=,**000

Index	*Chi-square (x2)*	*x2/df*	RMSEA	GFI	AGFI	CFI	RMR	SRMR

Table 4 shows the value of KMO statistic is equal to 0.93>0.6 which indicates that exploratory factor analysis (efa) is appropriate for the data. The Bartlett's test is highly significant (p<0.001), and therefore there are some relationships between the variables. The result shows that 73,347% common variance shared by three variables can be accounted by one factors. And, looking at the mean of this dimension; it can be said that it is ($\overline{X}$=4,34; S.D.=,81) and has a moderate mean (Özdamar, 2003).

Corrected item-total correlations ranged from 0.445 to 0.816, and the reliability values calculated for the communality of the factors ranged between 0.667 and 0.903, indicating that the scale is highly reliable.

Table 4 presents other values regarding whether the results of first level CFA are true or not. As can be seen, the factor loadings of the propositions are below 1.00. According to the fit values, the model and data have agreement and the recommended model is acceptable. The combined reliability of the Innovation Management Practice is higher than 0.95. Besides, the AVE value for the Innovation Management Practice is found 0.69. This dimension has a medium average.

Table 5. *Benefit of Innovation Management Scale Factor Analysis*

Code	Component	$\overline{X}$	Std. Deviation	EFA Factor loading	CFA Factor loading	CFA R^2	CFA t-Value	CFA - AVE	CFA - Cr	Communalities	Corrected Item-total Correlation
IMB 1	It contributes to the efficiency and productivity of tourism enterprises.	3,93	1,02	,919	0,82	0,67	9,05			,78	,72
IMB 2	It is an inseparable part of the competitiveness of tourism regions.	3,79	1,07	,884	0,95	0,90	10,96	0,67	0,85	,84	,79
IMB 3	It increases the quality and quantity of human resources required for tourism.	3,65	1,09	,818	0,67	0,44	7,10			,67	,62

CFA→Cronbach Alpha (α): ,845, **Total % of Variance (%):** 76,543, **KMO:** ,684, **Bartlett's Test of Sphericity:** 135,742, **p**=,000

Index	Chi-square ($x2$)	$x2/df$	RMSEA	GFI	AGFI	CFI	RMR	SRMR
Threshold	2,11; p=0.14	2,14/1=2,11	0.035	0.95	0.97	0.98	0.008	0.005
Status	Good fit	Good fit	Good fit	Good fit	Good fit	Good fit	Good fit	Good fit

Table 5 shows the value of KMO statistic is equal to 0.84>0.6 which indicates that exploratory factor analysis (efa) is appropriate for the data. The Bartlett's test is highly significant (p<0.001), and therefore there are some relationships between the variables. The result shows that 68,92% common variance shared by three variables can be accounted by one factors. And, looking at the mean of this dimension; it can be said that it is ($\overline{X}$=3,79; S.D.=,93) and has a moderate mean (Özdamar, 2003: 32).

Corrected item-total correlations vary between 0.620 and 0.720, and reliability values calculated for communality of the factors range between 0.670 and 0.840, indicating that the scale is highly reliable.

Table 5 presents other values regarding whether the results of first level cfa are true or not. As can be seen, the factor loadings of the propositions are below 1.00. According to the fit values, the model and data have agreement and the recommended model is acceptable. The combined reliability of the Benefit of Innovation Management is higher than 0.85. Besides, the AVE value for the Benefit of Innovation Management is found 0.67. This dimension has also a medium average.

Each activity in the innovation management process is interconnected. Therefore, each of the activities in the process also determines the success and failure of innovation management (Yağcı,

2008). For this reason, parametric hypothesis tests were carried out for each item.

H1$_1$: Innovation management practices and benefits of innovation management in Alanya differ by gender.

Table 6. *Independent Sample t-Test Results by Gender*

Independent Variable	Component		F1-Market selection		F2-Strategic human resources management		F3-Training of employees		F4-Market responsiveness		F5-Empowerment	
Gender	f	%	$\overline{X}$	S.D.	$\overline{X}$	S.D.	$\overline{X}$	S.D.	$\overline{X}$	S.D.	$\overline{X}$	S.D.
Female	58	58	4,29	1,12	4,25	1,01	4,41	,95	4,43	,90	4,43	1,02
Male	42	42	4,38	,90	4,38	,93	4,45	1,01	4,33	,92	4,23	,95
t-Value			-,417		-,613		-,194		,529		,953	
p Value			,678		,541		,847		,598		,343	
H1$_1$			Rejected		Rejected		Rejected		Rejected		Rejected	

Independent Variable	Component		F6-Behavior-based evaluation		F7-The Market Synergy		F8-Employee commitment		F9-Tangible qualities		IMB-Benefit of Innovation Management	
Gender	f	%	$\overline{X}$	S.D.	$\overline{X}$	S.D.	$\overline{X}$	S.D.	$\overline{X}$	S.D.	$\overline{X}$	S.D.
Female	58	58	4,24	,90	4,34	,92	4,32	1,03	4,39	,93	3,97	,83
Male	42	42	4,23	,90	4,30	,94	4,28	,99	4,38	,85	3,54	1,00
t-Value			,018		,186		,203		,085		2,340	
p Value			,986		,853		,839		,932		**,021**	
H1$_1$			Rejected		Rejected		Rejected		Rejected		**Accepted**	

The p values of the components of the innovation management practices are higher than 0.05 and H1$_1$ was rejected for them. On the other hand H1$_1$ cannot be rejected for the Benefit of Innovation Management scale.

H2$_1$: Innovation management practices and benefits of innovation management in Alanya differ by employee.

Table 7. *Independent Sample t-Test Results by Employee*

Independent Variable	Component		F1-Market selection		F2-Strategic human resources management		F3-Training of employees		F4-Market responsiveness		F5-Empowerment	
Employee	f	%	$\overline{X}$	S.D.	$\overline{X}$	S.D.	$\overline{X}$	S.D.	$\overline{X}$	S.D.	$\overline{X}$	S.D.
Under 50	11	11	4,45	,68	4,18	1,07	4,63	,67	4,45	,82	4,18	1,07
More than 51	89	89	4,31	1,07	4,32	,97	4,40	1,00	4,38	,92	4,37	,99
t-Value			,421		-,457		,741		,248		-,590	
p Value			,675		,649		,461		,804		,557	
H2$_1$			Rejected		Rejected		Rejected		Rejected		Rejected	

Independent Variable	Component		F6-Behavior-based evaluation		F7-The Market Synergy		F8-Employee commitment		F9-Tangible qualities		IMB-Benefit of Innovation Management	
Employee	f	%	$\overline{X}$	S.D.	$\overline{X}$	S.D.	$\overline{X}$	S.D.	$\overline{X}$	S.D.	$\overline{X}$	S.D.
Under 50	11	11	4,09	,94	4,45	,52	4,27	,90	4,36	,67	3,73	1,20
More than 51	89	89	4,25	,89	4,31	,97	4,31	1,02	4,39	,92	3,79	,89
t-Value			-,580		,468		-,129		-,103		-,208	
p Value			,563		,641		,898		,918		,836	
H2$_1$			Rejected		Rejected		Rejected		Rejected		Rejected	

The p values of the components of the innovation management practices and benefits of innovation management are higher than 0.05 and H2$_1$ was rejected for them.

H3$_1$: Innovation management practices and benefits of innovation management in Alanya differ by rooms.

Table 8. *Independent Sample t-Test Results by Room*

Independent Variable	Component		F1-Market selection		F2-Strategic human resources management		F3-Training of employees		F4-Market responsiveness		F5-Empowerment	
Room	f	%	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.
Under 100	11	11	4,00	1,18	4,18	1,47	4,27	1,27	4,09	1,30	4,00	1,34
More than 101	89	89	4,37	1,01	4,32	,91	4,44	,94	4,42	,85	4,39	,94
t-Value			-1,122		-,457		-,564		-1,159		-1,235	
p Value			,265		,649		,574		,249		,220	
$H3_1$			Rejected		Rejected		Rejected		Rejected		Rejected	

Independent Variable	Component		F6-Behavior-based evaluation		F7-The Market Synergy		F8-Employee commitment		F9-Tangible qualities		IMB-Benefit of Innovation Management	
Room	f	%	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.
Under 100	11	11	4,00	1,18	4,09	1,22	4,00	1,34	4,09	1,22	3,64	1,14
More than 101	89	89	4,26	,86	4,35	0,89	4,34	,96	4,42	,85	3,80	,90
t-Value			,937		-,900		-1,078		-1,173		-,500	
p Value			,351		,370		,284		,243		,583	
$H3_1$			Rejected		Rejected		Rejected		Rejected		Rejected	

The p values of the components of the innovation management practices and benefits of innovation management are higher than 0.05 and $H3_1$ was rejected for them.

$H4_1$: Innovation management practices and benefits of innovation management in Alanya differ by R&D.

Table 9. *Independent Sample t-Test Results by R&D*

Independent Variable	Component		F1-Market selection		F2-Strategic human resources management		F3-Training of employees		F4-Market responsiveness		F5-Empowerment	
R&D	f	%	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.
Yes	34	34	4,41	1,23	4,35	,94	4,47	,89	4,35	,91	4,47	1,02
No	66	66	4,28	,92	4,28	1,00	4,40	1,02	4,40	,91	4,28	,98
t-Value			,565		,313		,297		-,291		,866	
p Value			,573		,755		,767		,771		,389	
$H4_1$			Rejected		Rejected		Rejected		Rejected		Rejected	

Independent Variable	Component		F6-Behavior-based evaluation		F7-The Market Synergy		F8-Employee commitment		F9-Tangible qualitys		IMB-Benefit of Innovation Management	
R&D	f	%	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.
Yes	34	34	4,35	,88	4,50	,92	4,44	1,07	4,52	,92	3,81	1,15
No	66	66	4,18	,90	4,24	,92	4,24	,97	4,31	,87	3,77	,80
t-Value			,900		1,313		,930		1,116		,192	
p Value			,371		,192		,355		,267		,848	
$H4_1$			Rejected		Rejected		Rejected		Rejected		Rejected	

The p values of the components of the innovation management practices and benefits of innovation management are higher than 0.05 and $H4_1$ was rejected for them.

$H5_1$: Innovation management practices and benefits of innovation management in Alanya differ by activity area.

Table 10. *Independent Sample t-Test Results by Activity Area*

Independent Variable	Component		F1-Market selection		F2-Strategic human resources management		F3-Training of employees		F4-Market responsiveness		F5-Empowerment	
Activity area	f	%	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.
Resort hotel	64	64	4,32	1,11	4,32	,99	4,40	,98	4,37	,98	4,31	1,02
City hotel	36	36	4,33	,89	4,27	,97	4,47	,97	4,41	,76	4,41	,96
t-Value			-,024		,245		-,323		-,219		-,499	
p Value			,981		,807		,748		,827		,619	
$H5_1$			Rejected		Rejected		Rejected		Rejected		Rejected	

Independent Variable	Component		F6-Behavior-based evaluation		F7-The Market Synergy		F8-Employee commitment		F9-Tangible qualities		IMB-Benefit of Innovation Management	
Activity area	f	%	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.
Resort hotel	64	64	4,21	,96	4,23	1,03	4,21	1,09	4,35	,93	3,68	,98
City hotel	36	36	4,27	,77	4,50	,69	4,47	,84	4,44	,84	3,98	,80
t-Value			-,313		-1,373		-1,205		-,453		-1,586	
p Value			,755		,173		,231		,652		,116	
$H5_1$			Rejected		Rejected		Rejected		Rejected		Rejected	

The p values of the components of the innovation management practices and benefits of innovation management are higher than 0.05 and $H5_1$ was rejected for them.

H6[1]: Innovation management practices and benefits of innovation management in Alanya differ by participants' ages.

Table 11. *Anova Analysis Findings Related to Age*

Independent Variable	Component		F1-Market selection		F2-Strategic human resources management		F3-Training of employees		F4-Market responsiveness		F5-Empowerment	
Age	f	%	X̄	S.D.	X̄	S.D.	X̄	S.D.	X̄	S.D.	X̄	S.D.
30 and under	20	20	3,90	1,20	4,10	1,07	4,10	1,07	4,30	1,03	4,10	1,07
31-40	41	41	4,46	1,09	4,36	1,04	4,46	1,02	4,41	,86	4,36	1,06
41-50	23	23	4,52	,59	4,47	,66	4,73	,61	4,56	,66	4,60	,72
51 and above	16	16	4,25	1,06	4,18	1,10	4,31	1,07	4,18	1,16	4,25	1,06
F			1,708		,651		1,653		,618		,989	
p değeri			,171		,584		,182		,605		,402	
H6[1]			Rejected		Rejected		Rejected		Rejected		Rejected	

Independent Variable	Component		F6-Behavior-based evaluation		F7-The Market Synergy		F8-Employee commitment		F9-Tangible qualities		IMB-Benefit of Innovation Management	
Age	f	%	X̄	S.D.	X̄	S.D.	X̄	S.D.	X̄	S.D.	X̄	S.D.
30 and under	20	20	3,85	,98	4,05	1,05	3,95	1,27	4,05	,99	3,59	,54
31-40	41	41	4,31	,87	4,34	,91	4,39	,89	4,43	,92	3,95	1,07
41-50	23	23	4,56	,58	4,60	,72	4,52	,84	4,60	,58	3,84	,79
51 and above	16	16	4,06	1,06	4,25	1,06	4,25	1,12	4,37	1,02	3,54	1,08
F			2,074		1,341		1,295		1,474		1,120	
p değeri			**,049**		,266		,280		,226		,345	
H6[1]			**Accepted**		Rejected		Rejected		Rejected		Rejected	

The p values of the components of the innovation management practices are higher than 0.05 and H11 was rejected for them. On the other hand H6[1] cannot be rejected for Behavior-based evaluation. The difference is due to the 41-50 age range and the age group 30 and under (O.F. =,71522; p=,009<0,05).

H7[1]: Innovation management practices and benefits of innovation management in Alanya differ by hotel type.

Table 12. *Anova Analysis Results for Hotel Type*

Independent Variable	Component		F1-Market selection		F2-Strategic human resources management		F3-Training of employees		F4-Market responsiveness		F5-Empowerment	
Type of Hotel	f	%	X̄	S.D.	X̄	S.D.	X̄	S.D.	X̄	S.D.	X̄	S.D.
5 Star	65	65	4,50	,95	4,43	,80	4,53	,81	4,50	,79	4,49	,86
4 Star	17	17	3,82	1,18	3,88	1,21	4,17	1,28	4,11	1,11	4,05	1,24
3 Star	8	8	4,62	,51	4,75	,70	4,87	,35	4,75	,70	4,62	,74
Others	10	10	3,80	1,22	3,90	1,44	3,80	1,39	3,80	1,13	3,70	1,25
F			3,299		2,647		2,723		2,846		2,663	
p-Value			**,024**		,053		**,049**		**,042**		,052	
H7[1]			**Accepted**		Rejected		**Accepted**		**Accepted**		Rejected	

Independent Variable	Component		F6-Behavior-based evaluation		F7-The Market Synergy		F8-Employee commitment		F9-Tangible qualities		IMB-Benefit of Innovation Management	
Type of Hotel	f	%	X̄	S.D.	X̄	S.D.	X̄	S.D.	X̄	S.D.	X̄	S.D.
5 Star	65	65	4,38	,74	4,41	,86	4,44	,93	4,50	,79	3,82	1,00
4 Star	17	17	3,94	1,08	4,11	1,11	3,88	1,11	4,05	1,08	3,85	,59
3 Star	8	8	4,50	,75	4,62	,51	4,25	1,03	4,50	,75	3,77	1,30
Others	10	10	3,60	1,26	3,90	1,19	4,20	1,22	4,10	1,19	3,50	,57
F			3,306		1,472		1,474		1,557		,370	
p-Value			**,023**		,227		,227		,205		,775	
H7[1]			**Accepted**		Rejected		Rejected		Rejected		Rejected	

As seen in Table 12, Hypothesis 7[1] is rejected because the p values of Strategic human resources management, Empowerment, The Market Synergy, Employee commitment, Tangible qualities in the scale of preference for innovation management practices are higher than 0.05. However, it is accepted for Market selection, Training of employees, Market responsiveness, Behavior-based evaluation. The difference between means of Market selection (M.D. =,70769; p=,014<0,05), Training of employees (M.D. =,73846; p=,025<0,05) ve Behavior-based evaluation (O.F. =,78462; p=,009<0,05) results from the five-stars and others (two-stars, one-star, apart hotel and holiday village).

H8$_1$: Innovation management practices and benefits of innovation management in Alanya differ by education.

Table 13. *Anova Analysis Results for Education*

Independent Variable	Component		F1-Market selection		F2-Strategic human resources management		F3-Training of employees		F4-Market responsiveness		F5-Empowerment	
Education	f	%	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.
High school	44	44	4,27	1,24	4,36	,94	4,54	,92	4,50	,90	4,43	,99
Facuty degrees	48	48	4,29	,87	4,18	1,06	4,27	1,06	4,25	,95	4,25	1,06
Masters degrees	8	8	4,87	,35	4,75	,46	4,75	,46	4,62	,51	4,50	,53
F			1,214		1,249		1,384		1,163		,473	
p-Value			,301		,291		,256		,317		,624	
H8$_1$			Rejected		Rejected		Rejected		Rejected		Rejected	

Independent Variable	Component		F6-Behavior-based evaluation		F7-The Market Synergy		F8-Employee commitment		F9-Tangible qualitys		IMB-Benefit of Innovation Management	
Education	f	%	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.
High school	44	44	4,34	,83	4,45	,95	4,50	1,04	4,56	,84	3,86	1,07
Facuty degrees	48	48	4,08	,98	4,20	,96	4,16	,99	4,20	,96	3,69	,67
Masters degrees	8	8	4,62	,51	4,37	,51	4,12	,83	4,50	,53	4,00	1,39
F			1,761		,807		1,402		1,946		,582	
p-Value			,177		,449		,251		,148		,561	
H8$_1$			Rejected		Rejected		Rejected		Rejected		Rejected	

The p values of the components in the innovation management practices and benefits of innovation management are higher than 0.05 and H81 was rejected for them.

H9$_1$: Innovation management practices and benefits of innovation management in Alanya differ by industry experience.

Table 14. *Anova Analysis Results for Industry Experience*

Independent Variable	Component		F1- Market selection		F2-Strategic human resources management		F3-Training of employees		F4-Market responsiveness		F5-Empowerment	
Industry experience	f	%	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.
Short term	12	12	3,66	1,72	4,00	1,47	4,08	1,50	4,00	1,47	3,91	1,47
Mid term	22	22	4,54	,59	4,50	,96	4,45	1,05	4,54	,80	4,40	,80
Long term	66	66	4,37	,95	4,30	,87	4,48	,82	4,40	,80	4,40	,80
F			3,143		1,012		,864		1,454		1,291	
p-Value			**,048**		,367		,425		,239		,280	
H9$_1$			**Accepted**		Rejected		Rejected		Rejected		Rejected	

Independent Variable	Component		F6-Behavior-based evaluation		F7-The Market Synergy		F8-Employee commitment		F9-Tangible qualitys		IMB-Benefit of Innovation Management	
Industry experience	f	%	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.
Short term	12	12	3,83	1,46	3,75	1,60	3,75	1,76	4,00	1,53	3,72	,89
Mid term	22	22	4,13	,99	4,40	,79	4,27	,93	4,36	,84	3,66	,98
Long term	66	66	4,34	,71	4,40	,78	4,42	,82	4,46	,74	3,84	,87
F			1,882		2,729		2,334		1,414		,367	
p-Value			,158		,070		,102		,248		,693	
H9$_1$			Rejected		Rejected		Rejected		Rejected		Rejected	

As seen in Table 14, H9$_1$ is rejected because the p values of components in the benefit of innovation management and innovation management practices scale are higher than 0.05 except Market selection. The difference in the market selection component consists of long-term and short-term (M.D. =.71212; p=.027<0.05) and medium-term and short-term (M.D. =,87879; p=,018<0.05) groups.

H10$_1$: Innovation management practices and benefits of innovation management in Alanya differ by duration.

Table 15. *Anova Analysis Results for Duration*

Independent Variable	Component		F1- Market selection		F2-Strategic human resources management		F3-Training of employees		F4-Market responsiveness		F5-Empowerment	
Duration	f	%	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.
Under 5 years	12	12	4,41	,66	4,41	,79	4,66	,65	4,33	,88	4,33	,88
5-10 years	17	17	4,35	1,05	4,17	1,01	4,11	1,16	4,29	,84	4,11	1,05
More than 10 years	71	71	4,30	1,09	4,32	1,01	4,46	,96	4,42	,93	4,40	1,00
F			,059		,232		1,273		,161		,578	
p-Value			,943		,794		,285		,852		,563	
H10$_1$			Rejected		Rejected		Rejected		Rejected		Rejected	

Independent Variable	Component		F6-Behavior-based evaluation		F7-The Market Synergy		F8-Employee commitment		F9-Tangible qualitys		IMB -Benefit of Innovation Management	
Duration	f	%	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.
Under 5 years	12	12	4,16	,71	4,16	,93	4,25	,75	4,50	,52	3,25	1,41
5-10 years	17	17	4,05	,89	4,05	,96	4,11	1,11	4,11	,99	3,85	,77
More than 10 years	71	71	4,29	,93	4,42	,92	4,36	1,03	4,43	,92	3,79	,84
F			,515		1,259		,433		,967		2,339	
p-Value			,599		,289		,650		,384		,102	
H10$_1$			Rejected		Rejected		Rejected		Rejected		Rejected	

The p values of the components in the innovation management practices and benefits of innovation management are higher than 0.05 and H10$_1$ was rejected for them.

H11$_1$: The benefit of innovation management and innovation management practices differ by department of the hotel.

Table 16. *Anova Analysis Results for Department*

Independent Variable	Component		F1- Market selection		F2-Strategic human resources management		F3-Training of employees		F4-Market responsiveness		F5-Empowerment	
Department	f	%	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.
General Manager	21	21	4,04	,97	4,04	1,07	4,33	,96	4,33	,85	4,28	,90
Department Manager	31	31	4,38	,95	4,25	1,06	4,45	1,05	4,19	1,07	4,19	1,16
Other	48	48	4,41	1,10	4,45	,87	4,45	,94	4,54	,79	4,47	,92
F			,996		1,351		,128		1,446		,822	
p value			,373		,264		,880		,241		,442	
H11$_1$			Rejected		Rejected		Rejected		Rejected		Rejected	

Independent Variable	Component		F6-Behavior-based evaluation		F7-The Market Synergy		F8-Employee commitment		F9-Tangible qualitys		IMB -Benefit of Innovation Management	
Department	f	%	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.
General Manager	21	21	4,14	,65	4,09	,88	4,04	1,16	4,19	,74	3,83	,70
Department Manager	31	31	4,03	1,07	4,25	1,09	4,16	1,06	4,32	1,04	3,65	,98
Other	48	48	4,41	,84	4,47	,82	4,52	,87	4,52	,85	3,86	,98
F			1,906		1,382		2,130		1,118		,507	
p value			,154		,256		,124		,331		,604	
H11$_1$			Rejected		Rejected		Rejected		Rejected		Rejected	

The p values of the components in the innovation management practices and benefits of innovation management are higher than 0.05 and H11$_1$ was rejected for them.

H12$_1$: There is a relationship between the benefit of innovation management and innovation management practices.

Table 17. *Pearson's Correlation Analysis*

Innovation Management Practices	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10-IMB
F1- Market selection	1									
F2-Human Resource Management	,584** ,000	1								
F3- Training of employees	,587** ,000	.860** ,000	1							
F4- Market responsiveness	,463** ,000	,769* ,000	,810** ,000	1						
F5- Empowerment	.512* ,000	,764** ,000	,724** ,000	,783** ,000	1					
F6- Behavior-based evaluation	,532** ,000	,692** ,000	,708** ,000	,749** ,000	,759** ,000	1				
F7- The Market Synergy	,566** ,008	,759** ,000	,752** ,000	,752** ,006	,775** ,000	,783** ,000	1			
F8- Employee commitment	,499* ,000	,706** ,000	,712** ,000	,702* ,000	,691* ,000	,660** ,000	,715** ,000	1		
F9- Tangible qualitys	,512** ,000	,767* ,000	,774** ,000	,678** ,000	,702** ,000	,695* ,000	,798** ,000	,733** ,000	1	
F10-Innovation Management Benefit (IMB)	-,012 ,908	-,168 ,094	-,101 ,318	-,115 ,253	-,148 ,142	,037 ,712	-,204* ,042	-,122 ,226	-,185 ,065	1

Table 17 demonstrates a statistically significant positive relationship between all innovation practices included in the research. In addition, there was a significant relationship between The Market Synergy and Benefit of Innovation Management, one of the dimensions of innovation management applications. According to these data, it can be said that accommodation enterprises are innovation-oriented. However, Hypothesis 12_1 is partially acceptable.

Hipotez 13_1: The innovation management practices positively affect Benefit of Innovation Management.

Table 18. *Benefit of Innovation Management Regression Analysis*

Innovation Management Practice	B	β	t-value	p- value	Adjusted R Square	R Square	F	Sig.*
Constant	4,254	,508	8,374	,000				
F1- Market selection	,095	,113	,839	,404				
F2-Strategic human resources management	-,182	,202	-,902	,369				
F3-Training of employees	,181	,215	,843	,401	,10	,17	2,188	**,030**
F4-Market responsiveness	-,073	,205	-,356	,723				
F5-Empowerment	-,128	,173	-,738	,463				
F6-Behavior-based evaluation	**,602**	**,181**	**3,332**	**,001**				
F7-The Market Synergy	**-,440**	**,202**	**-2,181**	**,032**				
F8-Employee commitment	,018	,146	,123	,902				
F9-Tangible qualitys	-,168	,195	-,863	,360				
*Statistically significant at the level of statistical significance ($\alpha \leq 0.05$)								

Table 18 demonstrates that the model is significant at every level (F=2,158; p=0.030<0.05) according to the multiple linear regression results. The parameter value for Behavior-based evaluation is .602. An increase of one unit related to Behavior-based evaluation increases the Benefit of Innovation Management by .602. And the parameter value for the market synergy is -.440. An decrease of one unit related to the market synergy decrease the Benefit of Innovation Management by -.440. In conclusion, the level of explaining the dependent variable by independent variables is statistically significant (Adjusted R^2=.10). This means that the explanation rate of the dependent variable by the independent variables is 10%. $H13_1$ was accepted.

CONCLUSION

In this research, it is aimed to reveal the effect of innovation management practices of accommodation enterprises in Alanya on the benefit of innovation management. Achieving high quality in products and services has been identified as the main factor in the research findings. However, although R&D is the basis of innovation, most tourism enterprises do not have such a department. The development of R&D activities in tourism service innovations has a great importance (Gjerde et al., 2002). When this situation is evaluated within the scope of the research question, it cannot be said that innovation practices are adopted in the tourism region.

According to Christensen (2005), top management should encourage, source and support innovation. In the findings of this research, it has been determined that owners of enterprises and general managers decide on innovation management practices. However, in the national literature, Paksoy & Ersoy (2016) states that the most important duties in spreading the innovation culture to the enterprise are fulfilled by general managers. Similarly, according to the findings of this research, it has been revealed that general managers and owners of enterprises are the decision makers of innovation practices. In other words, research findings are similar to the literature.

The quality and price of the services offered by the accommodation enterprises in the tourism region provide them competitive advantage. In a study conducted by Grimm et al., (2006), it has been determined that enterprises have started to reduce their service prices with high quality and product differentiation as a new competitive activity. Olimovich & Alimovic (2019), on the other hand, argued that accommodation enterprises could increase customer loyalty by sustaining innovation practices, improving service quality and providing more individual experiences. Similarly, in this research, it has been determined that the most preferred choice in providing competitive advantage of accommodation enterprises is quality and price.

Sipe & Testa (2009) suggested tourism innovation as the ability to introduce new or improved services in tourism regions or the tourism market in general. According to this research, service innovation is the most preferred type of innovation by accommodation enterprises. Therefore, it can be said that the literature and the research findings match.

Albu (2015) concluded that innovation in tourism should include the training of hotel and restaurant staff to facilitate communication between tourists and staff. In this study, similarly, innovation management practices related to training of employees are given importance. In addition, accommodation enterprises operating in the tourism region prefer to follow fashion and trends (Market responsiveness). According to the benefits of innovation management, it can be said that it is believed that innovation will contribute to the efficiency and productivity of tourism enterprises. In this context, women adopt more benefits of innovation management than men ($H1_1$ accepted).

A significant difference was found between the age groups of the participants and innovation management practices. Accordingly, those in the age group of 41-50 give more importance to Behavior-based evaluation than other age groups. It can be said that managers in this age group are more innovation-oriented. $H6_1$ is accepted.

Regarding innovation management practices, three-stars hotels give more importance to the Market selection and Behavior-based evaluation than other hotel groups. $H7_1$ is accepted for these dimensions. Hodgetts & Kuratko (2001) found that small organizations are more innovative. According to this, the research findings are similar to the literature. In this context, small-scale enterprises operating in the tourism region need constant innovation in order to maintain their competitiveness.

Future researchers should study on the expectations of local people when making innovation implementation decisions of accommodation enterprises. sustainable tourism development can only be achieved with a community-oriented tourism approach.

According to Buhalis (1998), accommodation enterprises using information technologies will be able to meet customer expectations, create organizational value and acquire competitive advantage. In the findings of this research, it has been determined that the use of information technologies is not common among accommodation enterprises. Therefore, today, it is necessary to carry out researches that measure the effects of not only information technologies but also Industry 4.0 technologies on tourism enterprises.

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