Managing tourist booking intentions: A study of hotel marketing strategies during the COVID-19 crisis in Cyprus

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Managing Tourist Booking Intentions: A Study of Hotel Marketing Strategies During the COVID-19 Crisis in Cyprus

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Abstract

This study investigates the impact of specific marketing strategies on tourist booking intentions during the COVID-19 crisis in Cyprus, aiming to understand the effectiveness of these strategies in maintaining booking intentions. The study also investigates the challenge of maintaining tourists' booking intentions during the financial impact of COVID-19. A quantitative, non-experimental correlational study examined the existence, strength, and direction of the relationship between all-inclusive holiday packages, room discounts, and special hotel amenities and hotel accommodations as measured by intentions to select a hotel in the Cyprus hotel industry. For the purpose of this study, 161 tourists who stayed in Cyprus hotels during COVID-19 were selected. The multiple regression showed that all-inclusive holiday packages, room discounts, and special hotel facilities strongly predicted tourists' hotel accommodation selection during COVID-19 in 2021. Monetary incentives affected travelers' booking intentions in the Cyprus hotel market during the COVID-19 pandemic. The study shows how COVID-19 has caused hotel industry leaders to rethink tourist behavior and purchase habits. Finally, it has practical ramifications for Cyprus hotels.

Keywords: COVID-19, hotel strategies, tourists' accommodation intentions, economic impact

Introduction

Travel and tourism contributed 10.3% of the world's GDP and accounted for 1.5 billion tourists worldwide in 2019, based on the latest calculation by the United Nations (UNWTO, n.d.). The GDP declined by 50.4% in 2020 and grew by 21.7% in 2021 (World Travel & Tourism Council, n.d.). Inbound tourism and domestic tourism both contribute almost equally to employment, with the former accounting for 43.8% of all jobs and the latter for 56.2%, in an effort to estimate the economic impact of tourism in the European Union (Figini & Patuelli, 2022). Nevertheless, in January 2020, the WHO declared the COVID-19 outbreak a global health emergency, and as a

result, the tourism and hospitality industry descended into one of its worst financial crises in history, crippling the industry financially. Cyprus, as an international destination, experienced a significant decline in both tourists arrivals and guest overnight stays in 2020. The pandemic crisis was a prime example of a (tourism) system's diversion, requiring the restructuring and organization of Cyprus's tourism industry while also bringing attention to the chaotic nature and evolving nature of the intricate tourism mechanisms (Boukas & Marneros, 2024). The shock and wounds of the tourism industry on the island are still visible, despite the current recovery of the Cypriot tourism sector and its related industries like hotels and hospitality. This is because the recent Russian-Ukrainian war and its effects on the European economic and social fabric further exacerbated this situation (Boukas & Marneros, 2024; Farmaki, 2024).

The COVID-19 pandemic inflicted greater damage to the travel and tourism industry than expected (Škare et al., 2021). Tourism is one of the hardest-hit industries, despite numerous attempts to reopen the hospitality industry since June 2020 (Dolnicar & Zare, 2020; Gössling et al., 2020; Wiitala & Mistry, 2022). Tourism frequently experiences crises (Dolnicar & Zare, 2020; Gössling et al., 2020). Many tourist destinations that have been hit by natural and man-made disasters have developed resilience and mitigation strategies (Ritchie & Jiang, 2019). Although the COVID-19 pandemic is unique, there are similarities. First, travel began declining globally (UNWTO, 2020). Secondly, the economic downturn was worse than expected and continues to cost the economy and tourists during recovery (Mohammed, 2022). Thirdly, the prolonged crisis could transform several tourism-related industries, including lodging (Dolnicar & Zare, 2020). This has changed tourists' accommodation needs, prioritizing price sensitivity (Colmekcioglu et al., 2022). Due to the pandemic, tourists are now weighing the psychological, social, and functional benefits of travel against the cost and perceived value of tourism-related products and services, according to recent market research (Chebli, 2020; Ivanova et al., 2021; Zwanka & Buff, 2021). Due to the financial constraints many people prioritize domestic travel over utilitarian value (Ivanova et al., 2021). Chebli (2020) found this trend in many countries and destinations after the pandemic. The review found that the pandemic changed consumer consumption habits. This transition depends on age, goals, values, and finances. Scholars must find new ways for businesses and consumers to collaborate and build a sustainable future while considering their unique needs (Colmekcioglu et al., 2022).

The hotel industry boosts economic growth and eliminates service sector unemployment (Zopiatis et al., 2021). Hotels in Cyprus profit from tourism (Georgantzas, 2003), revenue, and lower unemployment (Sharpley, 2001), especially during peak seasons. The European hospitality industry's success boosts employment growth and lowers unemployment (Ernst & Young, 2013). Travelers' choices affect the hotel industry's survival and growth (Sainaghi et al., 2013). Due to its cumulative effects on propagation, global reach, and government measures to contain it (restaurant and hotel closures, national lockdowns, travel restrictions, and border closures), the COVID-19 pandemic has created unprecedented economic, social, and health challenges. Due to the COVID-19 pandemic, lockdowns, travel bans, canceled reservations, and local logistics closed most tourist attractions in 2020 (UNWTO, 2020). This has hurt tourism, which has lost revenue and jobs and has few ways to operate during a lockdown (UNWTO, 2020). The sector's economic importance, global employment losses, and negative multiplier effect on other supporting industries require substantial support to mitigate COVID-19's effects on tourism-related industries and maintain recovery (Giousmpasoglou et al., 2021). Thus, many hoteliers are trying to find the best price-sensitive ways to meet tourists' vacation needs (Orîndaru et al., 2021).

Due to the pandemic's financial burden, hotels offer cost leadership and vacation packages to retain guests (Alnoor et al., 2022). All-inclusive vacation packages, room discounts, and special hotel amenities influence tourist hotel selection (Koseoglu et al., 2013). Discounts make tourists more likely to choose a hotel based on price, according to Sharpley (2002). Hotels are cutting prices and costs to survive the global pandemic, according to Fan et al. (2022). Successful change management shows organizational resilience, the "capacity to endure and potentially thrive in times of crisis" (Seville et al., 2008, p. 18). Fisher et al. (2019) define resilience as thriving despite hardship. One of the most recent global tourism crises is the COVID-19 pandemic (Muresherwa et al., 2022).

Previous studies have examined the impact of economic crises on the tourism industry (Flecha-Barrio et al., 2024; Giousmpasoglou et al., 2021), yet there is a lack of research specifically addressing how marketing strategies can maintain booking intentions during a global pandemic like COVID-19. This study seeks to bridge this gap by investigating how different hotel marketing approaches in Cyprus have performed amid the challenges posed by COVID-19. The research aim of this study is to investigate the relationship, if any, between all-inclusive holiday packages, room discounts, and special offers of hotel amenities, and the outcome variable of hotel accommodation as measured by intentions to select a hotel in the Cyprus hotel industry during the COVID-19 pandemic in 2021.

Literature Review

The COVID-19 pandemic has reduced tourism and revenue worldwide (Skâre et al., 2021). Effective marketing can mitigate the negative effects of economic crises on tourism (Gössling et al., 2020). There is no information on how specific marketing strategies affect tourists' booking intentions during a pandemic. Recent research has examined this understanding gap. Ivanova et al. (2021) found COVID-19 affected travel behavior. Many travelers choose domestic destinations for cost. Chebli (2020) found that tourists are actively seeking budget travel deals. Koseoglu et al. (2013) emphasize the benefits of offering all packages to boost tourist satisfaction and loyalty in hotel marketing. Travelers can reduce financial risk with these all-inclusive packages (Keskin et al., 2021). Sharpley (2002) offers more evidence that discounts and special perks can boost hotel occupancy during economic downturns. Tourists' value perception has become more important during the pandemic, according to recent market research. Sun et al. (2022) found that discounts and promotions keep tourists interested and make reservations easier.

The COVID-19 pandemic damaged Cyprus' tourism sector, causing hotel problems. The tourism industry halted operations due to the prolonged crisis. Hotel managers and owners had to diversify their offerings, train staff in crisis management, and seek government aid to survive the pandemic. The industry then saw customer preferences for accommodations, booking cancellations, and financial losses. Cyprus' tourism sector's scars remain visible despite efforts to recover, emphasizing the need for long-term recovery and crisis management (Boukas & Marneros, 2024). Global travel restrictions have an impact on Cyprus' economy, which is heavily dependent on tourism (Roman et al., 2022). Building on this foundation, current research examines how incentives (all-inclusive holiday packages, room discounts, and special offers) affect tourist booking intentions.

Economic Impact of COVID-19 on Individual Households Monetary Income

The uncertainty surrounding the duration of the economic crisis, including the length of *stay-at-home* orders, impacted industries, and post-crisis consumption and recovery which made it difficult to predict the impact and duration on individual households as a result of the pandemic. Several research projects are currently in progress to estimate the economic impact of COVID-19 in both developed and emerging economies. The widespread closure of businesses, especially among low-income people, is expected to increase poverty and unemployment, causing national economies to decline. According to the World Bank (2020) report, 11 million people are poor. Buheji et al. (2020) predicted that the pandemic forced 49 million people into extreme poverty. Most COVID-19 research focuses on macroeconomic and financial effects. Top-down economic effects on individuals include poverty and consumption. The direct economic impact of the coronavirus on household consumption, savings, and recovery time is examined by looking closely into poverty rates and geographic inequality distributions under different social protection system assumptions. Due to the pandemic, lockdown, and recovery uncertainty, long-term intertemporal effects of consumption, savings, and income are ignored (Davis, 2021).

These economic issues will make travelers more frugal. Thus, to prevent abandoned destinations even after the COVID-19 pandemic, competitively priced offerings tailored to tourists' financial situations are needed (Chebli, 2020). Thus, travelers would have a rare chance to stay at a hotel or use its services at a discount (Ranasinghe et al., 2020). The study's theoretical contribution is to offer a more profound comprehension of the process by which holiday intentions are established in the context of COVID-19. Hafsa (2020) emphasizes the need for tourism research to identify incentives and determine if discounted packages can attract domestic tourists. This can assist in the recovery of the losses that have been incurred as a consequence of the COVID-19 outbreak.

Tourist Behavior With Monetary Motivation During COVID-19: Efficient Vacations and Hotels' Response

Understanding COVID-19-related holiday intentions is the study's theoretical contribution. Tourists would spend less due to the recession. Tourists may be drawn to affordable offers tailored to their budgets (Pavlatos et al., 2021). Decision makers want more tourism and hospitality multipliers. Mousavi et al. (2022) argue that COVID-19 hotel price cuts reduce service perishability. Value-added flexi-services attract tourists and lower hotel prices. In competitive markets, COVID-19 hotel discounts work, and hotel price cuts help manage COVID-19 financial crises (Sun et al., 2022). Matsuura and Saito's (2022) study examined how price-discount strategies can boost tourism and lower hotels' economic impact. The study found price discounts helped tourism and related businesses cost-effectively. Tourists can support these businesses with small purchases. Due to COVID-19's financial impact, hotels can use all-inclusive hotel-stay plans to manage tourists' accommodation intentions. All-inclusive hotels attract budget-conscious tourists and maintain hotel demand during pandemics (Zopiatis et al., 2021). The authors also claim that tourists prefer cheap lodging, food, and drinks. Fair pricing affects the intention to visit during the pandemic, according to Quan et al. (2022). Luxury consumers value hotel amenities, experience, and symbolism, while economic consumers value price (Jang & Moutinho, 2019). The pandemic's economic impact is causing customers to become less active, reduce their travel and spending on outdoor hotel activities, and seek affordable accommodations that include all activities in one fee, including indoor hotel amenities (Im et al., 2021). When visiting popular destinations,

tourists prefer an inclusive tourism package, safety, and security (Rahman et al., 2021). To avoid risky and crowded tourism destinations, they may not visit if their destination preferences decreased their well-being after the outbreak.

Understanding sustainable tourist behavior and consumption processes helps evaluate sustainable booking intentions. Businesses and consumers can buy sustainable goods and services (Wojciechowska-Solis & Barska, 2021). Leisure activities have been studied using planning, suggesting tourists' behavior is mostly predetermined. Tourist behaviors and consumer influences are modeled using planned behavior. Sustainable tourism behavior involves buying products/services that meet personal needs while considering environmental, social, and economic impacts (Arsawan et al., 2021). Due to COVID-19's financial impact, understanding tourist consumption behavior helps recover the tourism industry and sustain hotel operations.

Mannell and Iso-Ahola (1987) found that tourists' physiological needs—food and safety—are linked to their psychological needs (relaxation and entertainment). Socioeconomic factors affect tourist destinations (Pappas, 2021). Um and Crompton (1990) said pricing affects tourism. Economic and social incentives attract tourists and improve destination decisions, according to Koutra and Karyopouli (2013). Hoteliers and hospitality professionals can identify destination and lodging factors by understanding tourist behavior. Tellioglu (2021) reported that several hotel managers said offering large room rate discounts during COVID-19 increased room reservations. Budget hotels draw tourists, say Oo and Batra (2020). Cyprus hotels offer discounts, exclusive offers, and tourist attractions to attract visitors.

The COVID-19 pandemic caused significant losses in the accommodation industry, including decreased room nights, occupancy rates, canceled plans, visitors, revenue, and job losses (Rodríguez-Antón & Alonso-Almeida, 2020). As a response to the recovery strategy is the ability to work actively with industry associations and governments, offering generous discounts to lure customers back and changing strategic plans. Similarly, Farmaki et al. (2020) argue that participants reported different strategies in order to try to adapt their hosting activity to the pandemic—for example—to boost demand, they claimed that they would offer "lower prices… to attract new guests this year" (p. 6).

Hypothesis

To build on the theoretical frameworks related to marketing strategies that reflect the new emphasis of businesses in the accommodation sector on providing services that reflect the current financial need of consumers for affordable vacations, this research extended the line to a new investigation in addressing the challenge of maintaining tourists' booking intentions during COVID-19's financial impact (see Figure 1). According to the aforementioned literature, the COVID-19 pandemic has presented significant challenges to the tourism industry, with one of the most significant effects being the financial impact on tourists (Roman et al., 2022). As a result of the pandemic's effects on employment, income, and finances, affordability has become a crucial factor in tourists' travel decisions (Agbaba, 2022). Therefore, it is essential to surpass the contribution to research by identifying various ways to increase Tourists' bookings based on COVID-19's monetary impact while also providing affordable holiday options.

- H_0. There is no statistically significant relationship between accommodation offers in the form of all-inclusive holiday packages, room discounts, and special offers of hotel

amenities, and the outcome variable of hotel accommodation as measured by intentions to select a hotel in the Cyprus hotel industry during the COVID-19 pandemic in 2021.

- H_a. There is a statistically significant relationship between accommodation offers in the form of all-inclusive holiday packages, room discount, and special offers of hotel amenities, and the outcome variable of hotel accommodation as measured by intentions to select a hotel in the Cyprus hotel industry during COVID-19 pandemic in 2021.

Figure 1. Conceptual Framework
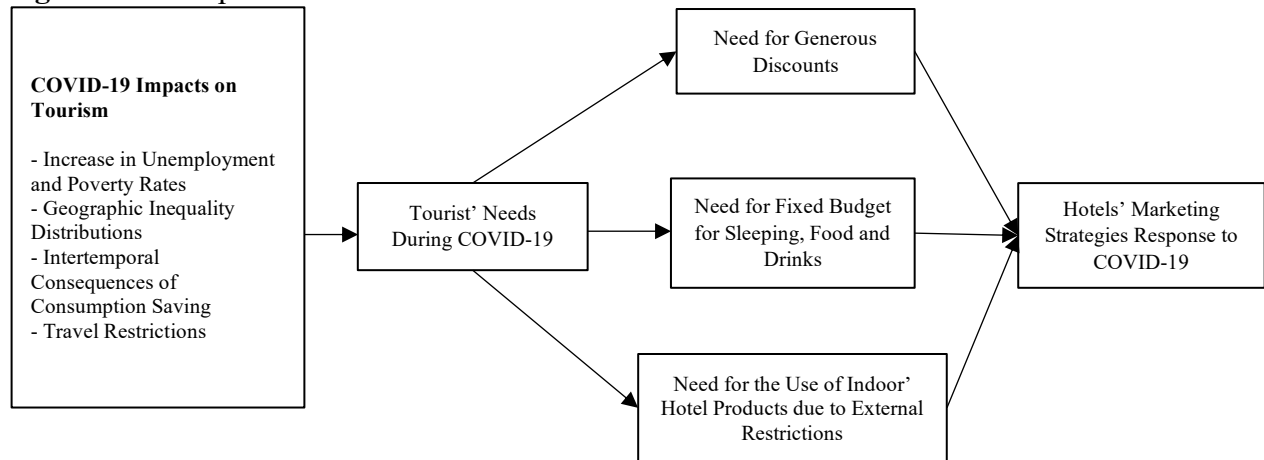
Marketing tourism practices are essential for the industry's long-term viability and the minimization of its environmental, social, and cultural impacts (Agbaba, 2022). Promoting integrated tourism can increase costs, which can deter tourists, especially in the current economy. Thus, it is crucial to find ways to help tourists book sustainable and affordable vacations. Promote affordable accommodations to increase tourist bookings and offer affordable vacations. Research can find strategies to promote hotels and make them affordable for tourists, such as low-cost bookings and family packages. Promoting local tourism, sustainable housing, and new financing solutions are crucial to increasing tourists' bookings and offering inexpensive holidays. Research can help discover and promote these possibilities, assuring the tourism industry's long-term survival and best practices (Agbaba, 2022; Farmaki et al., 2020).

Methods

In this quantitative non-experimental correlational study, the predictor variables of all-inclusive holiday packages, room discounts, and special offers of hotel amenities were compared to the outcome variable of hotel accommodation as measured by intentions to select a hotel in the Cyprus hotel industry. Multiple regression analysis was used to determine if three predictor variables—all-inclusive holiday packages, room discounts, and exclusive hotel amenities—predict hotel accommodation selection in Cyprus hotels during COVID-19 monetary consequences. A self-developed questionnaire was used to collect anonymous data from conveniently selected tourists who chose a Cyprus hotel during the 2021 COVID-19 pandemic. Using a quantitative multiple linear regression analysis, all-inclusive holiday packages, room discounts, and special hotel amenities offers were tested to determine whether they predicted hotel accommodation intentions in Cyprus. Real-time data on the COVID-19 pandemic in 2021 was collected for this study.

To justify the selection of the present research choice, the researchers relied on the grounds of multiple regression analysis. Quantitative multiple linear regression analysis is a statistical technique utilized to investigate the relationship between a dependent variable and multiple independent variables. This technique is frequently employed in numerous disciplines, including the social sciences, business, and economics, to examine the relationship between various variables and their influence on the dependent variable, which is identical to the nature of the present research study. According to Fahrmeir et al. (2022), multiple linear regression analysis is frequently employed in marketing research to identify variables that influence consumer behavior, similar to the focus of the present research paper. Multiple linear regression analysis enables the identification of significant factors that influence the dependent variable, thereby providing insights that can inform decision-making and the development of strategies in a variety of fields (Fahrmeir et al., 2022).

Data Collection

For an effective acceptance or rejection of the above-hypothesized relationships, a quantitative research method was adopted. The quantitative research approach requires clearly identifiable variables, which are then tested through statistical analyses of numbered data (Leedy & Ormrod, 2013). To achieve a power of .8, which means having an 80% or greater chance of detecting a statistically significant difference, a minimum of 119 participants was determined through the use of G*Power Analysis 3.1 (Faul et al., 2009), as shown in Appendix A. In Appendix A, an F test was conducted on a linear multiple regression model with a fixed structure. The total sample included four predictors, and the R^2 deviation from zero was calculated. The effect size was determined to be .15, with a statistical significance level of .05 and a power of .95. Faul et al. (2009) recognized that G*Power Analysis 3.1 is appropriate for testing correlational analyses and multiple linear regression. The study utilized the linear multiple regression procedure with a fixed model and assessed the R^2 deviation from zero. This approach was chosen as it can determine the extent to which the variance of a dependent variable is explained by a set of predictors represented by the R^2 value. This method has been previously described by Faul et al. (2009); accordingly, a total of 815 questionnaires as a research instrument were administered between May and August 2021.

Instruments

The survey instrument was a self-developed questionnaire. A self-developed questionnaire is described as a data collection tool designed to gather data from research participants without the intervention of researchers (Stuckey et al., 2013). The researchers relied on survey development techniques such as the five-point Likert-type scale used by leading researchers (Stuckey et al., 2013). A pilot test was conducted to validate the survey instrument using 70 English-spoken participants to ensure that the order and nature of the questions worked for the purpose of the study and test the clarity of the language (Donald, 2018; Hazzi & Maldaon, 2015). The results of the pilot study verified that the questions were understandable, simple, and clear. This study utilized 161 valid responses from residents during their stays in hotel chains in Cyprus during the impact of COVID-19. This research study chose a practical sampling technique because it allows researchers to gather market research data from a pool of readily available respondents (Farrokhi & Mahmoudi-Hamidabad, 2012). The researchers conducted the recruitment of participants in different hotels after receiving the hotels' approval to use the hotel areas and approach visitors for

the purposes of the present study. Participation in the study was entirely voluntary, and those willing to take part provided informed consent. A convenience sample is a method of selecting participants for a study based on their compatibility with the study's criteria. This is often done by recruiting individuals from locations where a large number of people who meet the study's purpose are likely to be found. The primary limitation of convenience sampling is the lack of generalizability in study results, attributable to the inherent bias of the sample (Emerson, 2021).

Operational Definitions of Variables and Measurement

All-Inclusive Packages

All-inclusive vacation packages are defined as those that include a variety of hotel amenities at a fixed price. According to the definition of all-inclusive packages by Repetti et al. (2015), all-inclusive packages are hotel accommodations that include all hotel provisions for food and drink, as well as room acquisition, for a single price during tourists' stay.

Rooms Discounts

Lee (2016) and Lee and Jang (2012) define room discounts as the reduction of price per room acquisition. This research study defined the key term of room discounts as any decrease in the selling price of hotels' room rates upon room booking.

Provision of Special Offers of Hotel Amenities

This variable is defined as the offering with a reduced price of a useful feature provided to guests when they rent a room at a hotel, motel, or other lodging establishment, such as a hair dryer, fitness center (gym), free internet connection, cable TV, etc. (Li & Jarinto, 2012).

Measurement

The variables of all-inclusive holiday packages, room discounts, and the provision of special offers of hotel amenities were operationally defined as ordinal and were measured on a five-point Likert-type scale in the present research study. An ordinal variable is a categorical variable whose possible values are arranged in order (Baak et al., 2020), and a Likert-type scale is considered ordinal (Schnuerch et al., 2022). Respondents were asked to rate their level of agreement on different statements associated with the reasons for selecting a hotel for accommodation due to all-inclusive holiday packages, room discounts, and the provision of special offers of hotel amenities. The selection of hotel accommodation, which is the outcome variable of this study, is measured by intentions to select a hotel in the Cyprus hotel industry.

Data Analysis

Statistical Assumptions

Prior to generalizing the regression model to the population, the multiple regression assumptions were examined, such as linearity and normally distributed errors. The first linearity assumption assumes that the criterion variable's mean values for every increase in the predictor or outcome variable exist along a straight line (Potter, 1991). The examination of linearity was executed by

the creation of scatter plot figures to graphically present the association among predictor variables (all-inclusive holiday packages, room discounts, and special offers of hotel amenities) in opposition to the criterion variable (hotel accommodation as measured by intentions to select a hotel in the Cyprus hotel industry) using SPSS.

In Figure 2, the fitted regression line had an R^2 = .231, indicating that the all-inclusive accommodation package scores explain 23.1% of the variability of tourists' intentions of selecting hotel accommodation in Cyprus.
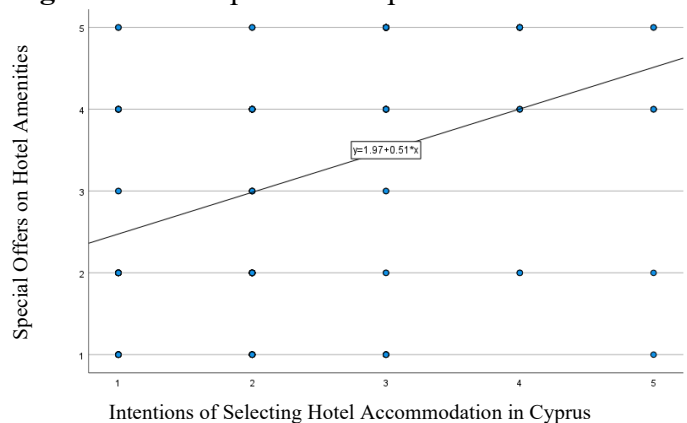
Figure 2. Scatterplot of the All-Inclusive Accommodation Package

Intentions of Selecting Hotel Accommodation in Cyprus
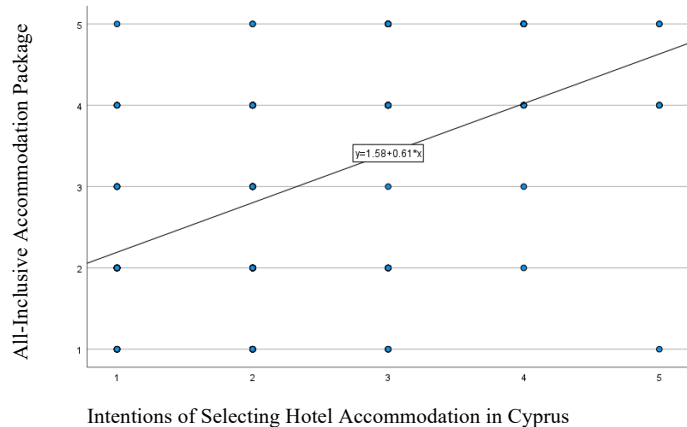
Note. R^2 Linear = .231

Figure 2. scores against the tourists' intentions of selecting hotel accommodation in Cyprus scores with a fitted regression line. In Figure 3, the fitted regression line had an R^2 = .136, indicating that the Special Offers on Hotel Amenities scores explain 13.6% of the variability of tourists' intentions of selecting hotel accommodation in Cyprus.

Figure 3. Scatterplot of the Special Offers on Hotel Amenities

Intentions of Selecting Hotel Accommodation in Cyprus

Note. R^2 Linear = .136

Figure 3. scores against the tourists' intentions of selecting hotel accommodation in Cyprus scores with a fitted regression line. In Figure 4, the fitted regression line had an R^2 = .162, indicating that the Room Discounts in Cyprus hotel scores explain 16.2% of the variability of tourists' intentions of selecting hotel accommodation in Cyprus.

Figure 4. Scatterplot of the Room Discounts in Cyprus Hotel

Intentions of Selecting Hotel Accommodation in Cyprus
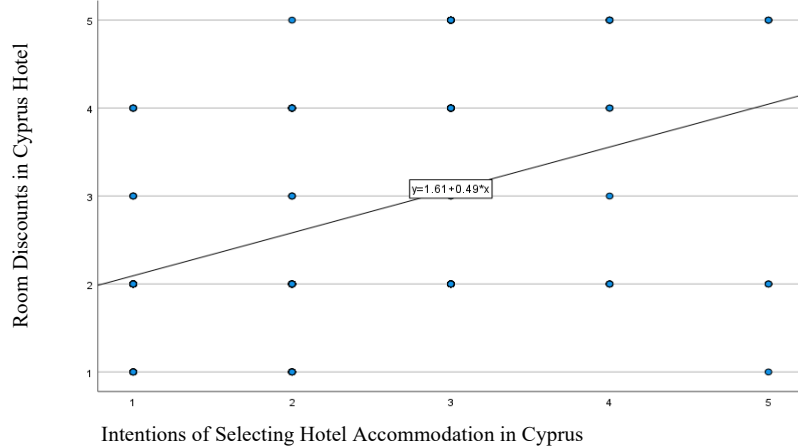
Note. R^2 Linear = .162

Figure 5 presents the normal P-P plot of the standardized residuals with the tourists' intentions of selecting hotel accommodation in Cyprus as the outcome variable. The straight diagonal line represents the normal distribution, and the points shown below are the residuals. As per Jarque and Bera (1980), the points of a normally distributed data set should all lie on or approximate the line. Based on Figure 5, the points lie near the diagonal line, and therefore, the standardized residual distribution is normal.

Figure 5. Normal P-P Plot of the Standardized

Observed Cum. Probability
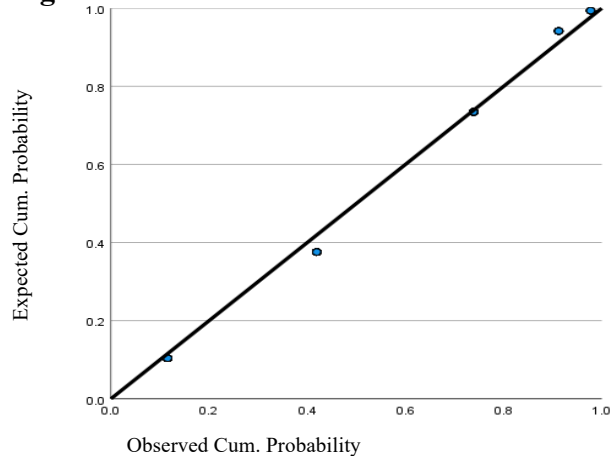
Multiple Regression Analysis

In order to decide whether the R^2 values are significant, a multiple regression analysis, including a partial correlation, was conducted in SPSS between predictor variables in opposition to the outcome or criterion variable as measured in the questionnaire with the intention of selecting a hotel in the Cyprus hotel industry. The results of the multiple regression in Table 1 pointed out that all-inclusive accommodation packages, room discounts, and special offers of hotel amenities significantly predict intentions of selecting a hotel in the Cyprus hotel industry, R = .546, R^2 = .298, Adjusted R^2 = .285, F (3, 158) = 22.223, p < .000 (one-tailed). The adjusted coefficient of

determination (Adjusted R^2) statistic indicated that 28.5% of the variance observed in the criterion variable was due to a model containing three predictor variables, as presented below in Table 1.

Table 1. Model Summary Generated From Multiple Regression Analysis of H Based on Criterion Variable

Source	R	R^2	Adj. R^2	SE	F	Sig. Watson	Durbin Watson
Model	.546	.298	.285	.897	22.223	< .001	.984

	Unstandardized Coefficients		Standardized Coefficients				
	B	SE	β	t	Sig.	Partial Correlation	
(Constant)	.738	.211		3.497	<.001		
All-Inclusive Accommodation Package	.257	.062	.325	4.106	<.001	.311	
Special Offers on Hotel Amenities	.101	.056	.140	1.817	.071	.143	
Room Discounts in Cyprus Hotels	.185	.061	.224	3.011	.003	.234	

Note. Overall multiple regression model of tourist's intentions of selecting hotel accommodation in Cyprus:
Y = .738 + 0.257 (All-inclusive accommodation package) + .101 (Special Offers on Hotel Amenities) + 0.185 (Room Discounts in Cyprus Hotels); Criterion variable: Tourists intentions of selecting hotel accommodation in Cyprus (Y); n = 161.

Subsequently of the standardized residual distribution, which is normal for the outcome variable of tourists' intentions of selecting hotel accommodation in Cyprus, a Pearson bivariate correlation analysis with a 2-tailed statistical testing was developed to investigate the relationship regardless of the direction of each criterion variable in association with the outcome variable (see Table 2). The results pointed out that the predictor variables of all-inclusive accommodation packages with a Pearson correlation value .481 and a *p*-value of .000, special offers on hotel amenities with a Pearson correlation value .369 and a *p*-value of .000, room discounts of Cyprus hotels with a Pearson correlation value .402 and a *p*-value of .000 are statistically significant with a positive relationship relative to the outcome variable of tourists' intentions of selecting hotel accommodation in Cyprus $p < .001$.

Table 2. Pearson Correlation of Variables

Correlation	Statistic	All-Inclusive Accommodation Packages	Special Offers on Hotel Amenities	Room Discounts in Cyprus Hotels	Intentions of Selecting Hotel Accommodation in Cyprus
All-Inclusive Accommodation Packages	Pearson Correlation	1	.470*	.402*	**.481***
	Sig. (2-tailed)		.000	.000	.000
	N	161	161	161	161
Special Offers on Hotel Amenities	Pearson Correlation	.470*	1	.340*	**.369***
	Sig. (2-tailed)	.000		.000	.000
	N	161	161	161	161
Room Discounts in Cyprus Hotels	Pearson Correlation	.402*	.340*	1	.402*
	Sig. (2-tailed)	.000	.000		.000
	N	161	161	161	161
Intentions of Selecting Hotel Accommodation in Cyprus	Pearson Correlation	**.481***	**.369***	**.402***	1
	Sig. (2-tailed)	.000	.000	.000	
	N	161	161	161	161

Note. *Correlation is significant at the .01 level (2-tailed).

Findings

The results of the multiple regression analysis indicated a correlation between the criterion variable of tourists' intentions of selecting hotel accommodation in Cyprus and the predictor variables of all-inclusive accommodation packages, room discounts, and special offers of hotel amenities during the impact of COVID-19 R = .546, R^2 = .298, Adjusted R^2 = .285, F (3, 158) = 22.223, $p <$ .000. The adjusted coefficient of determination (Adjusted R^2) statistic indicated that 28.5% of the

variance observed in the criterion variable was due to a model containing three predictor variables $Y = .738 + 0257$ (all-inclusive accommodation package) $+ .101$ (special offers on hotel amenities) $+ .185$ (room discounts in Cyprus hotels). Therefore, the null hypothesis (H_0) for Q1 was rejected, and the alternative hypothesis (H_a) was accepted.

Although there is a significant positive relationship, the strength of the relationship was weak, as evidenced by the low adjusted coefficient of determination statistic (Adjusted R^2), Adjusted $R^2 = .285$. The predictor variables of all-inclusive accommodation packages, room discounts, and exclusive offers of hotel amenities accounted for 28.5% of the variability in tourists' intentions of selecting hotel accommodation in Cyprus during the economic impact of COVID-19.

All-Inclusive Accommodation Packages

The all-inclusive accommodation package positively impacts tourists' intentions to select hotel accommodations in Cyprus ($\beta = .325$, $p < .001$), with an $R^2 = .231$, explaining 23.1% of the variability during COVID-19's economic impact. Other studies have found that hotels' all-inclusive packages are a major factor in hotel selection and satisfaction (Tellioglu, 2021). Bunghez (2020) agrees that all-inclusive systems are widely used and an important COVID-19 sales strategy for lodging experts. All-inclusive vacations appeal to budget-conscious tourists who prefer not to take risks or spend extra (Keskin et al., 2021). This reduces spending uncertainty during economic instability. This study on COVID-19's impact on all-inclusive accommodation companies' supply chains can help tourism industry managers and stakeholders prepare for future crises (Tellioglu, 2021).

Special Offers on Hotel Amenities

The predictor variable of special offers on hotel amenities was not statistically significant to the criterion variable of tourists' intentions of selecting hotel accommodation in Cyprus during the COVID-19 impact of the year 2021, as it appears in the multiple regression analysis ($\beta = .140$, p-value .071) and $R^2 = .136$, indicating that the special offers on hotel amenities scores explain 13.6% of the variability of tourists intentions of selecting hotel accommodation in Cyprus. Since the p-value .071 > .001, no statistical significance can be claimed. A wider body of research that looked at the provision of special offers for the use of hotel amenities as a tool to attract tourists during the pandemic of COVID-19 found that even if a reduction in the price may attract attention to a hotel unit, the fact that hotel amenities are shared among other guests during the pandemic of COVID-19 increases the fear of virus dissemination, which in turn decreases the willingness to consume this service even if it is offered at a lower price (Yu et al., 2021). Yu et al. (2021) investigated the influence of the perceived risk of the coronavirus disease (COVID-19) on the revisit intention of hotel guests and pointed out that hotel guests' perception of risk in using hotels' amenities occupied by various people during the COVID-19 outbreak decreases consumption rates.
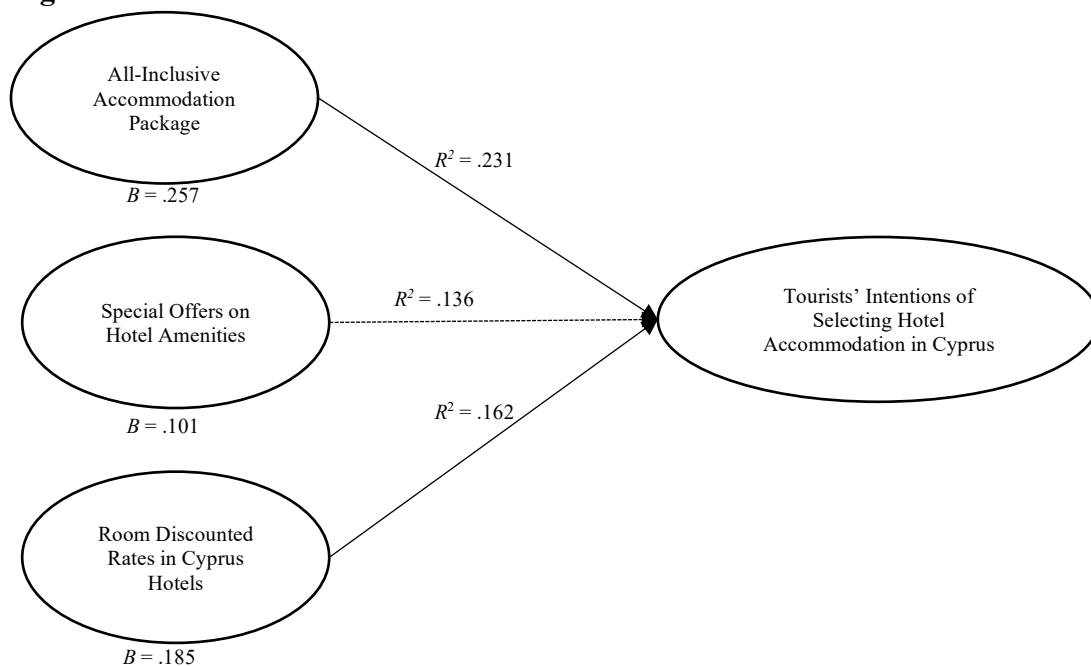
Room Discounts

The multiple regression analysis shows that room discounts in Cyprus hotel scores explain 16.2% of the variability of tourists' intentions to select hotel accommodation in Cyprus ($\beta = .224$, p-value of .003) and $R^2 = .162$. The weak contribution of room discounts to the criterion variable of

tourists' intentions to select hotel accommodation in Cyprus suggested that room discounts may increase tourists' intentions to select hotel accommodation in Cyprus during COVID-19's economic impact. Current hotel industry literature and other studies on the effects of reduced room charges on tourists' visit intentions and overall satisfaction during the COVID-19 pandemic support that a number of hotel managers claimed that implementing large discounts on their hotel room prices during the pandemic was a wise operational move that increased room reservations. In similar research, Oo and Batra (2020) found that reasonably priced accommodations attract tourists during financial instability.

Finally, based on the abovementioned outcomes, a proposed model has been prepared that offers a visual representation of the correlation between criterion variables (all-inclusive accommodation packages, room discounts, and special offers of hotel amenities) on the outcome variable of tourists' intentions of selecting hotel accommodation in Cyprus. As integrated by theory, the new response of hoteliers to the new needs of tourists for affordable vacations is illustrated below in Figure 6.

Figure 6. Research Model

Note. $Y = .738 + .257$ (All-Inclusive Accommodation Package) $+ .101$ (Special Offers on Hotel Amenities) $+ .185$ (Room Discounted rated in Cyprus Hotels); $p < .000$ (one-tailed).

Discussion and Conclusions

The COVID-19 epidemic has affected the hotel and tourism industry. Hotels could use crisis management reduction tactics to reduce customers' financial risk perceptions and boost industry popularity to attract potential customers and implement these methods to attract customers. Health and safety are paramount when traveling and staying in hotels, but customers' financial risk perceptions affect how they spend their money. Hotel guests anticipate good value because they consider it a luxury. This study revealed that fair pricing perception affects visitation. Consumers are value-oriented, eagerly seeking super deals to get the most value for their money, and spending

a lot of time looking for deals, comparing prices, and looking for quality products (Quan et al., 2022). The results show that COVID-19 has rendered the all-inclusive package a prominent part of hotel professionals' bundled sales methods. A smart business strategy to significantly lower hotel room rates during COVID-19 may have increased tourists' desire to book. In conclusion, pricing methods for all-inclusive lodging packages and room discounts have significant favorable but weak connections. In particular, the all-inclusive accommodation package positively impacts tourists' intentions to choose hotel accommodations in Cyprus (β = .325, p < .001), with an R^2 = .231, explaining 23.1% of the variability during COVID-19's economic impact. Thus, hotel professionals must focus on expanding this strategy with value-added services to ensure business viability in unpredictable financial times. Special offers on hotel amenities did not significantly predict tourists' intentions to choose hotel accommodation in Cyprus during the COVID-19 pandemic in 2021 (B = .140, p = .071, R^2 = .136), explaining only 13.6% of the variability in tourists' intentions to choose hotel accommodation in Cyprus. The p of .07 exceeds .001, ruling out statistical significance.

Theoretical Implications

This study is among the first to explore the Cyprus tourism industry as a case for examining hotels' crisis management techniques for tourists' accommodation intentions in response to COVID-19's monetary impact. The research underscores the importance of further exploring marketing strategies during times of crisis, as comprehensive packages, discounted rooms, and special deals were found to positively influence booking intentions. The study provided evidence that the all-inclusive concept appeals to tourists who plan their vacations on a budget, avoid taking risks, and do not wish to spend additional money. This concept reduces spending uncertainty during periods of economic instability; therefore, more resources must be invested in strategic planning to expand this strategy.

Practical Implications

Hoteliers in Cyprus may consider investing in all-inclusive accommodation packages and room discounts, as these were found to positively influence tourists' intentions to select hotel accommodations during the economic instability caused by COVID-19 (Giousmpasoglou et al., 2021). The hotel industry should focus on building and upholding loyalty and trustworthiness in tourists, strengthening their establishments' brands, and adapting their processes to the *new normal*. It is uncertain whether hotel performance will return to 2019 revenue and capacity levels (Kim & Han, 2022), so hotel managers should enhance adaptive capacity to minimize risks and retain guests and performance. Hotels should highlight effective marketing strategies that emphasize attributes appreciated by customers, such as green and sustainable practices, accessible infrastructures (Theofanous et al., 2024), well-being activities, and hotel themes (Li et al., 2022). The tourism industry plays a crucial role in economic recovery during and after crises, and collaboration between policymakers and stakeholders is necessary to support and incentivize effective marketing techniques that enhance the resilience of the tourism industry.

Limitations and Further Research

The study's limitations include the use of a quantitative research approach with an open-ended questionnaire format, limiting participants' ability to explain their opinions and views, which may

affect the depth of the insights gathered. The small sample size may limit the generalizability of the results. Additionally, the research findings are based on a multiple regression design, which may control some confounding variables but cannot fully eliminate the influence of unmeasured variables, potentially leading to biased results (Cohen et al., 2013). The adjusted coefficient of determination (Adjusted R^2) statistic indicated that 28.5% of the variance observed in the criterion variable was due to a model containing three predictor variables: $Y = .738 + .257$ (all-inclusive accommodation package) $+ .101$ (special offers on hotel amenities) $+ .185$ (room discounts in Cyprus hotels). Therefore, 71.5% of the variability in the criterion variable was unaccounted for, suggesting that further research is required to determine what other variables accounted for this variability.

Future research should address these limitations and expand the study's findings. Qualitative research could complement this study's quantitative findings by revealing tourists' crisis behaviors and perspectives. A future experimental research design could identify cause-and-effect relationships between predictor variables and tourists' accommodation intentions during economic turbulence. A qualitative or mixed-methods study could examine participants' hotel choices during the COVID-19 pandemic. Future studies could also examine digital marketing, customer loyalty, and safety. Investigation should also examine hotel guests' intentions and perceptions of risk in using shared hotel amenities during an outbreak due to COVID-19 (Yu et al., 2021). Finally, the weak contribution of Room Discounts to tourists' intentions to choose hotel accommodation in Cyprus suggests that this strategy may increase room reservations during financial instability. The hotel industry should study how reduced room charges affect tourists' visit intentions and satisfaction during the COVID-19 pandemic, as this strategy may be a smart way to attract tourists during financial instability (Oo & Batra, 2020). More research is needed to determine how the perceived risk of COVID-19 disease affects hotel guests' intentions and perceptions of risk in using hotel amenities occupied by different people during an outbreak. A complementary analysis that includes industry stakeholders would provide a more complete picture of hotel operations' crises.

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