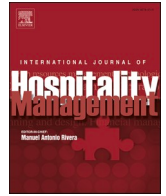




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The future of the chef occupation and the food and beverage sector after the COVID-19 outbreak: Opinions of Turkish chefs

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ABSTRACT

The aim of the present study is to reveal the opinions of the chefs who working as a manager in the kitchen department within the food and beverage sector about what changes might have occurred in their occupation and food and beverage sector after the COVID-19 outbreak. The data were collected through online interview forms and content analysis was used as a data analysis method. The findings reveal three main categories: general opinions after the COVID-19 outbreak, changes that could occur in the food and beverage sector after COVID-19 outbreak, and thoughts for the future of the chef occupation after the COVID-19 outbreak. Since this paper is the first to reveal the opinions of the chefs about what changes might have occurred in their occupation and food and beverage sector after the COVID-19 outbreak, and no similar study could be found in the existing literature, these findings are original.

1. Introduction

In mid-December 2019, a new and contagious type of coronavirus, COVID-19 (Corona Virus Disease 2019), was detected in Wuhan, China (Zheng et al., 2020; Lee, 2020). COVID-19, similar to the severe acute respiratory syndrome (SARS) that occurred in 2003, is an airborne disease that is highly transmissible among humans (Yang et al., 2020). This outbreak which started in China spread to the whole world in a short time and turned into a global outbreak. World Health Organization (WHO) put the COVID-19 outbreak on a global pandemic category on 12 March 2020 after the COVID-19 outbreak spread so rapidly around the world (BBC, 2020a).

The COVID-19 outbreak infected approximately 4.3 million people and caused 295 thousand people to die in 216 countries until May 15, 2020, within the information shared by WHO (WHO, 2020). The first COVID-19 case was announced on March 11, 2020, in Turkey (BBC, 2020b). After the first case, COVID-19 caused the first loss of life on 17 March 2020 in Turkey (Euronews, 2020a). According to the latest figure by the Republic of Turkey Ministry of Health, 146 457 cases have been detected in Turkey, with 4055 deaths and 106 133 people recovered until May 15, 2020 (Republic of Turkey Ministry of Health, 2020).

Although the COVID-19 outbreak has created an unexpected shock effect for the world, many outbreaks in the history of the world have turned into a pandemic at various times. The bubonic plague outbreak,

was effective between 1347–1351, which was considered as “Black Death” in world history, caused millions of people to die (Üstün and Özçiftçi, 2020). Smallpox (in 1520) and Spanish flu (in 1918) turned into a pandemic and caused many people to lose their lives. HIV / AIDS, which started in 1981 and has continued nowadays, SARS in 2003, “Swine Flu” (H1N1) in 2009, MERS in 2012, Ebola in 2014 are among the outbreaks considered as recent pandemics (LePan, 2020; DeWitte, 2014; Gössling et al., 2020). The COVID-19 outbreak, which was declared a pandemic by WHO in 2020, was recorded as the last active disease added to the history of the pandemic.

The number of tourism businesses closed down due to COVID-19 outbreak in Turkey has not yet been disclosed. However, the Economic Policy Research Foundation of Turkey (TEPAV)’s according to the report which was prepared; The number of insured employees in the private sector in Turkey in May 2020 compared to May 2019 has decreased by 405 thousand people. The sectors where employment decreased the most were the tourism industry and the food and beverage sector. The employment loss of the tourism industry and food and beverage industry in a year was 205 thousand people. The COVID-19 outbreak can be cited as the cause of such large employment losses in these two sectors. According to the same report; The number of active registered businesses in Turkey in May 2020 showed a decrease of 0.2 % compared to May 2019. When this decrease is analyzed on a sectoral basis; The food and beverage sector is the fourth sector among the most

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businesses closed (TEPAV, 2020). It is clear that COVID-19 outbreak, greatly affected the tourism employment in Turkey.

The global tourism has been exposed to a wide range of crises such as terrorist attacks, SARS, global economic crisis, and MERS between 2000 and 2015 (Gössling et al., 2020). It is not clear that the COVID-19 outbreak, which is the last global crisis affect the global tourism, how it will affect the global tourism. It is important to get the opinions of the employees in the industry to predict how these effects will be. The aim of this study is to reveal the opinions about of chefs who are working in the kitchen department of food and beverage sector as a manager (Sous Chefs, Pastry Chefs, Executive Sous Chefs, and Executive Chefs) about the future of food and beverage sector and their occupation after the COVID-19 outbreak. The scope of the study; interviews were made via online interview forms with the 30 chefs, who were working as managers position in the kitchen department.

2. Literature review

The tourism industry has a dynamic structure that can quickly respond to positive or negative situations when occur evaluated within the scope of demand (Acar, 2020). Besides the dynamic structure of the tourism industry, it is one of the industries that the most affected by the crisis and global outbreaks compared to other industries (Hall, 2010; Yu et al., 2020). Tourism mobility can rapidly spread outbreak diseases across the world (Mason et al., 2005). Due to this rapidly spread, governments carry out isolation activities such as lock-down, quarantine measures, and travel restrictions. In addition these previously planned culture-art events, congress and fair organizations, national and international sports events were canceled or postponed to a later date. These and similar precautions directly caused the tourism industry to suffer great losses.

The tourism industry is one of the leading industries that are directly affected by outbreak diseases on a global scale. It is known that the outbreaks have been decreasing in tourism revenues of the countries and the recovery of the tourism industry takes time. (Çeti and Ünlüönen, 2019). Due to the emergence of the COVID-19 outbreak, decreased hotel occupancy rate the most visited two provinces by tourists in Turkey where is Istanbul's and Antalya's. The hotel occupancy rate, which was 72.1 % in March 2019, decreased to 29 % in March 2020 in Istanbul, and the hotel occupancy rate, which was 78.4 % in March 2019, decreased to 29 % in March 2020 in Antalya (Euronews, 2020b). Although it is early for now to determine the numerical value of how the COVID-19 outbreak will affect tourism mobility in the world, the World Tourism Organization (UNWTO) for 2020; it estimates that the number of tourists within the tourism mobility can fall between 850 million and 1.1 billion. The monetary value of this decline is expected to be \$ 900 billion to \$ 1.2 trillion for the tourism industry (UNWTO, 2020).

Due to the increase in the number of cases and deaths in Turkey, many precautions and decisions have been taken by the government. Among the precautions taken, the decisions concerning the tourism industry are listed below (Republic of Turkey Ministry of Interior, 2020; CNNTURK, 2020a; Milliyet, 2020; Hürriyet, 2020):

- March 21, 2020, circular issued by the Republic of Turkey Ministry of Interior; activities such as resort hotels, cafes, museums, archaeological sites, concert venues have been stopped. It is decided that restaurants, patisseries and similar businesses will only provide takeaway service,
- As of 27 March 2020, all international flights were stopped,
- As of April 3, 2020, all domestic flights were stopped,
- As of April 3, 2020, travel restriction covering 30 metropolitan cities and one province was introduced,
- On April 25, 2020, the Republic of Turkey Ministry of Culture and Tourism, has announced a roadmap for the COVID-19 outbreak. It says; hotels may start to open as of late May or early June. However, the necessary precautions will be taken to open the hotels. Among

these precautions; there are rules such as providing hotels with half capacity, making changes in the open buffet system, and making every part of the hotels suitable for the social distance rule.

- May 11, 2020 the Republic of Turkey Culture and Tourism Ministry said in a statement; hotels and restaurants that provide the outbreak and hygiene certificate will be able to open their doors by 27 May 2020.
- May, 21,2020 the Republic of Turkey Ministry of Culture and Tourism, announced the rules to be followed for hotels and restaurants to open at the end of May. Rules be followed are as given follows (Republic of Turkey Ministry of Culture and Tourism, 2020):

“There will be a distance of at least 1.5 m between the tables and 60 cm between the chairs. Dining tables and furniture, table-top equipment will be cleaned with alcohol-based products after each customer. There will be a disposable salt shaker, pepper bowl, and napkin holder on the table. Kitchens will have a cleaning protocol and will be recorded regularly. Food safety requirements that will be applied based on food input acceptance, preparation, processing and service-delivery process steps will be defined. Samples will be taken and examined every day from food and drinks. Open buffet service will be provided by kitchen staff and the guest will be prevented from touching the products in the open buffet. Staff will be given protective clothing and their fever will be measured every day. All staff will be trained about outbreak and hygiene. The same staff will work in the same shift as much as possible.”.

3. Data and methodology

A qualitative research approach has been adopted in this study in order to make an in-depth study about the changes that the COVID-19 outbreak may cause in the occupations of the chefs and in the food and beverage sector. The data were collected through online interview forms and content analysis was used as a data analysis method.

3.1. Research design

Qualitative research is defined as "a research in which a qualitative process is pursued to reveal perceptions and events in a realistic and holistic way in the natural environment" (Yıldırım and Şimşek, 2016). As qualitative research is not intended to generalize, it is more important to try to understand it in depth rather than measure the event or phenomenon under investigation. Online interview forms were used as data collection tools. While preparing the interview questions, a literature review was carried out first. In this way, an interview form, which is thought to be appropriate for the research, was created. The interview form was then sent to academicians who were experts in their fields and expert opinions were taken. Then, a pilot study was conducted with a small group to check whether the questions were misunderstood. The final version of the online interview form was sent to the kitchen managers in different provinces of Turkey. The data were collected from the chefs between 01 May 2020–17 May 2020. The interview questions used in the study are included in Appendix A.

3.2. Samplings

Purposeful sampling method was used in the study. The use of purposeful sampling method is often preferred in qualitative research (Özdemir, 2010). In the study, the reason why kitchen managers are preferred is the idea that they have experienced a crisis based on industry experience.

In this way, it has been tried to determine what changes the COVID-19 outbreak will make in the chef occupation and the food and beverage sector. Only the responses of the employees who are in the position of kitchen manager (Sous Chefs, Pastry Chefs, Executive Sous Chefs, and Executive Chefs) were accepted. The demographic characteristics of the chefs are given in Table 1.

Table 1
Demographic Features of the Chefs.

Gender	Age	Position	Experience (Year)	Level of Education	Sector Type	Chef Code
Male	49	Executive Chef	24	Elementary	4-star Hotel	C1
Male	43	Executive Chef	20	Elementary	Restaurant	C2
Male	50	Executive Chef	30	Elementary	Catering	C3
Male	33	Executive Sous Chef	17	High School	Restaurant	C4
Male	40	Executive Chef	18	Associate Degree	4-star Hotel	C5
Male	42	Pastry Chef	15	High School	5-star Hotel	C6
Male	32	Sous Chef	11	High School	4-star Hotel	C7
Male	37	Executive Chef	14	Associate Degree	Restaurant	C8
Male	32	Pastry Chef	10	High School	5-star Hotel	C9
Male	38	Sous Chef	14	Associate Degree	Cafe	C10
Male	40	Executive Sous Chef	16	Bachelor's Degree	5-star Hotel	C11
Male	45	Executive Chef	21	High School	4-star Hotel	C12
Male	39	Sous Chef	13	Associate Degree	Restaurant	C13
Female	36	Pastry Chef	14	Associate Degree	4-star Hotel	C14
Male	36	Executive Sous Chef	11	Bachelor's Degree	5-star Hotel	C15
Male	38	Executive Chef	17	High School	5- star Hotel	C16
Male	54	Executive Chef	32	Elementary	Restaurant	C17
Male	39	Executive Sous Chef	15	Associate Degree	4-star Hotel	C18
Male	41	Executive Chef	17	High School	5-5-star Hotel	C19
Female	37	Sous Chef	12	Associate Degree	4- star Hotel	C20
Male	43	Pastry Chef	20	High School	5-star Hotel	C21
Male	34	Executive Sous Chef	11	High School	4-star Hotel	C22
Male	32	Sous Chef	10	Associate Degree	5-star Hotel	C23
Male	35	Sous Chef	16	Elementary	Restaurant	C24
Male	46	Executive Chef	24	High School	5-star Hotel	C25
Male	37	Pastry Chef	14	Associate Degree	5-5-star Hotel	C26
Male	29	Executive Sous Chef	10	High School	4-star Hotel	C27
Male	44	Executive Chef	20	Associate Degree	Restaurant	C28
Male	51	Executive Chef	30	Elementary	4-star Hotel	C29
Male	43	Executive Chef	23	High School	5-star Hotel	C30

According to the information in [Table 1](#), almost all 30 kitchen managers participating in the research are men (n: 28). The ages of the chefs vary between 29 and 54. The work experience of the chefs is between 10 and 32 years. In the education levels of chefs; high school (n: 12) and associate degree (n: 10) are at the forefront. Most of chefs (n:21) are working in the 4 (n:10) or 5-star (n:11) hotels.

3.3. Analysis of interviews

In the analysis of the data obtained in the research, the description, analysis, and interpretation method proposed by Walcott (1994) for qualitative data analysis were used. The description technique is that the researcher conveys the findings obtained with an inductive approach directly to the reader and makes various inferences by synthesizing the opinions of the participants (Walcott, 1994; a.k.a. [Gürbüz and Şahin, 2014](#)). In the descriptive analysis, some quotations from the data are provided, and the striking opinions reached are reflected in the text, and the data are presented in a way that the readers can understand and use for other research if they wish ([Altınışık et al., 2007](#)). The data obtained were analyzed in accordance with the descriptive analysis technique. In order to preserve the originality of the data, besides direct quotations of the participants' discourses, the answers to the research questions were systematically examined under certain categories. By analyzing the responses of the participants, common problems and common expectations were tried to be determined.

The researchers who conducted the study read the obtained answers more than once. In the meantime, the coding, determining the categories, and naming the categories were performed. After the readings, the coding scheme was developed. Then, with the coding scheme obtained, the texts were returned and the contents of the texts were assigned code. This process was done by two researchers separately and then these two researchers came together to discuss the results they achieved. As a result of these discussions, a final agreement was reached by removing the differences regarding the codes.

Researchers need to consider issues related to the trustworthiness of content analysis. [Graneheim and Lundman \(2004\)](#); [Elo and Kyngas](#)

(2008), and [Hsieh and Shannon \(2005\)](#) state that researchers can demonstrate the reliability of their content analysis in several different ways. The first is to provide detailed information about the research and analysis process. Thus, the reader can understand exactly what stages the research has gone through, and how it has happened ([Özdemir and Nebioğlu, 2015](#)). For this reason, in this study, it was tried to give detailed information about the research method as much as possible. Another way to demonstrate trustworthiness is to quote directly from the analyzed text to show the links between data and findings. In this study, in the presentation of the findings, direct quotations from the participants' words were associated with each finding. In content analysis, coding is a process that plays a critical role in trustworthiness. To ensure trustworthiness, coding must be done by at least two different encoders ([Özdemir and Nebioğlu, 2015](#)). Therefore, in this study, two researchers conducted their coding studies separately.

4. Findings and discussion

The findings obtained within the scope of the study carried out are given in [Table 2](#).

As shown in the table, three main categories and nine sub-categories were created in line with the answers obtained from the chefs. Definitions related to each sub-category are also included in [Table 2](#). The relevant definitions reflect the views of the chefs on the relevant concept rather than the formal definitions of the categories.

4.1. General opinions after the COVID-19 outbreak

As a result of an incident or crisis; different perspectives are formed in humans about the future. It is possible to categorize these perspectives as optimists and pessimists in general. The optimistic perspective is to believe that good things will happen in the future after the incident or crisis ([Scheier and Carver, 1985](#)). The pessimistic perspective is the opposite of the optimistic perspective. The sub-category of "General Thoughts on Post-COVID-19", the first main category obtained as a result of the research, was optimistic and pessimistic perspectives. It is

Table 2
Explanations Regarding Main and Sub-Categories Obtained as a Result of Content Analysis.

Main Category	Sub-Categories	General Content
General Opinions After the COVID-19 Outbreak	Optimistic perspectives	<p>Chefs think that the COVID-19 outbreak is not different from the crises experienced in previous years and will not cause major structural changes in the tourism sector. After the outbreak, eager employees who want to work in the kitchen departments will remain. They believe that the importance of the cooking occupation will increase more.</p> <p>Chefs believe that the COVID-19 outbreak will permanently damage tourism and culinary departments. They argue that the food and beverage sector will undergo a major economic contraction until medicine or vaccination studies have been concluded, and job opportunities and working conditions (more hours of work, stress, and responsibility) will deteriorate.</p> <p>The most common view is that the open buffet system and the all-inclusive system will be modified and personal production will become widespread. Social distance, gloves, and masks will be a necessity in kitchens. Chefs have also frequently stated that robotization in kitchens may increase but robots cannot replace kitchen employees in the future.</p>
	Pessimist perspectives	<p>The view that the menu planning process will be based on local products and cost-effective products is widespread. Healthy eating and organic food use will increase in kitchens.</p> <p>Reminiscent of the importance of food safety, the COVID-19 outbreak; the idea that food safety will become the basic rule that must be strictly followed in kitchens is dominant. Also, the chefs stressed that businesses should be subject to continuous and strict controls on food safety.</p> <p>Chefs argue that the open buffet and all-inclusive system within the food and beverage sector should change after the COVID-19 outbreak. They think that by switching to boutique and a la carte system instead of these systems, more profit can be provided by providing better service to the guests.</p> <p>It is widely believed that these certification programs will increase the trust of incoming guests after the opening of tourism enterprises. However, it has been frequently stated that the certification program should be given not only to the</p>
Changes That Could Occur in the Food and Beverage Sector After COVID-19	Changes that can occur in kitchens	<p>The view that the menu planning process will be based on local products and cost-effective products is widespread. Healthy eating and organic food use will increase in kitchens.</p> <p>Reminiscent of the importance of food safety, the COVID-19 outbreak; the idea that food safety will become the basic rule that must be strictly followed in kitchens is dominant. Also, the chefs stressed that businesses should be subject to continuous and strict controls on food safety.</p> <p>Chefs argue that the open buffet and all-inclusive system within the food and beverage sector should change after the COVID-19 outbreak. They think that by switching to boutique and a la carte system instead of these systems, more profit can be provided by providing better service to the guests.</p> <p>It is widely believed that these certification programs will increase the trust of incoming guests after the opening of tourism enterprises. However, it has been frequently stated that the certification program should be given not only to the</p>
	Menu planning	<p>The view that the menu planning process will be based on local products and cost-effective products is widespread. Healthy eating and organic food use will increase in kitchens.</p> <p>Reminiscent of the importance of food safety, the COVID-19 outbreak; the idea that food safety will become the basic rule that must be strictly followed in kitchens is dominant. Also, the chefs stressed that businesses should be subject to continuous and strict controls on food safety.</p> <p>Chefs argue that the open buffet and all-inclusive system within the food and beverage sector should change after the COVID-19 outbreak. They think that by switching to boutique and a la carte system instead of these systems, more profit can be provided by providing better service to the guests.</p> <p>It is widely believed that these certification programs will increase the trust of incoming guests after the opening of tourism enterprises. However, it has been frequently stated that the certification program should be given not only to the</p>
Thoughts for the Future of the Cookery Occupation After COVID-19	Food safety	<p>The view that the menu planning process will be based on local products and cost-effective products is widespread. Healthy eating and organic food use will increase in kitchens.</p> <p>Reminiscent of the importance of food safety, the COVID-19 outbreak; the idea that food safety will become the basic rule that must be strictly followed in kitchens is dominant. Also, the chefs stressed that businesses should be subject to continuous and strict controls on food safety.</p> <p>Chefs argue that the open buffet and all-inclusive system within the food and beverage sector should change after the COVID-19 outbreak. They think that by switching to boutique and a la carte system instead of these systems, more profit can be provided by providing better service to the guests.</p> <p>It is widely believed that these certification programs will increase the trust of incoming guests after the opening of tourism enterprises. However, it has been frequently stated that the certification program should be given not only to the</p>
	COVID-19 as a milestone	<p>The view that the menu planning process will be based on local products and cost-effective products is widespread. Healthy eating and organic food use will increase in kitchens.</p> <p>Reminiscent of the importance of food safety, the COVID-19 outbreak; the idea that food safety will become the basic rule that must be strictly followed in kitchens is dominant. Also, the chefs stressed that businesses should be subject to continuous and strict controls on food safety.</p> <p>Chefs argue that the open buffet and all-inclusive system within the food and beverage sector should change after the COVID-19 outbreak. They think that by switching to boutique and a la carte system instead of these systems, more profit can be provided by providing better service to the guests.</p> <p>It is widely believed that these certification programs will increase the trust of incoming guests after the opening of tourism enterprises. However, it has been frequently stated that the certification program should be given not only to the</p>
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Table 2 (continued)

Main Category	Sub-Categories	General Content
	Loss of motivation	<p>enterprises but also to the employees. Chefs emphasize that employees who do not have a certificate after COVID-19 should not work in the sector.</p> <p>The COVID-19 outbreak caused a loss of motivation in the majority of chefs to continue their occupation as before. The biggest concern of the chefs is to be sick and infect their relatives. Chefs, who have been working in the tourism sector for years, stated that the occupation law will guarantee the future of tourism employees. Chefs want the state to make legal regulations and enact tourism occupational law to eliminate this distrust.</p>
	Tourism occupation law	<p>enterprises but also to the employees. Chefs emphasize that employees who do not have a certificate after COVID-19 should not work in the sector.</p> <p>The COVID-19 outbreak caused a loss of motivation in the majority of chefs to continue their occupation as before. The biggest concern of the chefs is to be sick and infect their relatives. Chefs, who have been working in the tourism sector for years, stated that the occupation law will guarantee the future of tourism employees. Chefs want the state to make legal regulations and enact tourism occupational law to eliminate this distrust.</p>

seen that the pessimistic chefs are more than optimistic chefs. Pessimistic chefs predominantly believe that COVID-19 will cause a economic contraction of the tourism and food and beverage sector. The opinion that layoffs will start as a result of the economic contraction that may occur due to the effect of the COVID-19 outbreak in the food and beverage sector is also among the frequently given answers are given as follows:

C7; *“The food and beverage sector will go down in an economic sense after the COVID-19 outbreak”.*

C29; *“A lot will change in the sector. We will not be able to catch our old tempo for a long time. The number of staff will necessarily decrease and unemployed friends will suffer from economic difficulties. Difficult days are waiting for us”.*

As a result of the economic contraction and unemployment that may occur, the opinion that chefs, who can continue their work, will work more, take more stress, and take more responsibility is also repeated. Having this view C13; *“As a result of the economic contraction of the sector, kitchen sections will continue on their way with fewer employees. This will bring more workload and stress with it”.* Pessimistic chefs think that The COVID-19 outbreak will shrink the tourism and food and beverage sector in terms of income and workforce, and kitchen employees will be unemployed. Another intense subject mentioned is; The result of these economic contractions is that the workloads and hours of the working kitchen employees will increase.

Chefs, who have an optimistic perspectives, are mostly believed that the effect of the COVID-19 outbreak will be like the crises experienced in previous years. Effects of COVID-19 on tourism will be valid only for this year. Another issue frequently expressed by the optimistic chefs is that the COVID-19 outbreak will reveal the real workforce in the kitchen department. Related answers from chefs are as follows.

C26; *“We can evaluate 2020 as the missing year. However, the year 2021 will be a year of revival of tourism in Turkey again. This outbreak will only cause losses this year”.*

C23; *“In recent years there has been an intense interest in the culinary department, especially in cookery. Post-outbreak businesses will turn to equipped employees who deserve to work in the kitchen. This will contribute to making the culinary occupation gain importance again”.*

C8; *“After the COVID-19 outbreak, only willing and hardworking employees will work in kitchens. The culinary occupation, which has become ordinary with the increase in the number of cooks in recent years, will regain its importance after the reluctant employees leave”.* Optimistic chefs think that the effects of the COVID-19 outbreak will generally be equivalent to those of previous crises. It is a common belief that 2020 is seen as a lost year due to COVID-19. However, they believe that the tourism and food and beverage sector will be the same again in 2021. Optimistic chefs

argue that after the COVID-19 outbreak their occupation will regain their previous importance by separating the people whom they consider unqualified among the kitchen employees after the outbreak.

4.2. Changes that could occur in the food and beverage sector after COVID-19

The second main category, created in line with the answers obtained from the chefs, is "Changes in the Food and Beverage Sector After COVID-19". Under this main category, there are sub-categories such as "Changes that can occur in kitchens", "Menu Planning", "Food Safety" and "COVID-19 as a milestone". The food and beverage sector is one of the sectors that are most affected by environmental factors due to its dynamic structure (Bucak and Yiğit, 2020). In order to respond to environmental factors, some changes may occur within the food and beverage sector. The food and beverage sector, which the COVID-19 outbreak has greatly affected, will be subject to some post-outbreak changes. The biggest change that chefs want to happen in the food and beverage sector and kitchens is the change or complete removal of the buffet and all-inclusive system. Some of the related answers from chefs are as follows:

C18: *"The all-inclusive and open buffet system needs to change after the COVID-19 outbreak. Personalized orders should be made by switching to the à la carte system"*.

C16: *"The all-inclusive system and open buffet system will make the guests uneasy. Guests will be able to reduce their anxiety when they know that the food they want is specially prepared for them"*.

Chefs emphasized that protective precautions such as social distances, masks, and gloves in the kitchens should be adopted and become permanent. A few more related answers are given below:

C3: *"We have been accustomed to working with gloves and bones for years. After the COVID-19 outbreak, a mask and social distance rule were added. Over time, it will become a mandatory rule by adopting these rules"*.

C10: *"If the guests coming to our businesses see the kitchen and service employees working in accordance with rules, such as masks, gloves, and social distance rule, it will increase the trust of the guests in the business. Therefore, these rules should be fully adopted by the food and beverage sector"*.

Chefs think that the use of kitchen technologies and robots will increase after the COVID-19 outbreak in kitchens. However, chefs think that robotization will further increase unemployment and turn enterprises into fabricated manufacturing enterprises. These views of the chefs are in line with the work of Bucak and Yiğit (2020). Related answers from chefs are as follows:

C14: *"Kitchen technologies and robotization can be smart to employ few employees during the COVID-19 outbreak, but will increase unemployment"*.

C24: *"Cooking is directly proportional to hand taste. The dishes will turn into ordinary fabricated products without human touch. During the COVID-19 outbreak, robots can be used partially to reduce workload, but they cannot be permanent"*.

One of the changes expected by the chefs in the food and beverage sector after the COVID-19 outbreak is the menu planning process. Menu planning is a process that has been changed due to various factors. The most important factor affecting this process is the cost factor (Özdemir and Çalışkan, 2014; Kwong, 2005). The COVID-19 outbreak led to the closure of factories and reduced production, with significant disruptions in the global supply chain (Boone, 2020). Due to such reasons, it is expected that the supply of imported food products used in kitchens will be difficult and the cost will increase. The chefs who participated in the study stated that they would give more importance to local foods in menu planning processes since they thought that the prices of imported products would increase after COVID-19. Chefs also stated that after the COVID-19 outbreak, they would create their menu with fewer products and ingredients. Examples of answers relating to this issue are given as follows:

C1: *"After COVID-19, the menu contents consisting of local products will*

be developed in menu planning studies in the food and beverage sector. I expect problems in the supply point of imported products. I also think to create less simple and simple menus at the hotel I work for".

P6: *"I think products imported in this process should not be preferred. When imported products use, canned, legumes, and other products are considered, the possibility of being produced by people exposed to the virus should be taken into account or the possibility that the imported product may contain viruses. Also, the economic dimensions of imported products should be considered"*.

Chefs also stated that there will be more organic and healthy foods on their menus to strengthen immunity in menu planning processes. For instance, C15 said that: *"I will build the menu planning process on food that will strengthen the immune system and adequate and balanced nutrition. As the costs allow, I intend to use organic and healthy nutrition products frequently in menus"*.

A sub-category of the main category of "Changes in the Food and Beverage Sector After COVID-19" is "Food Safety". In the food and beverage sector, food safety is always at the forefront of issues to be considered, not only during this outbreak. Food safety is a critical issue for the commercial success of food and beverage businesses (Tuncer and Akoğlu, 2020). Some studies designed to assess knowledge and attitudes about food safety, food and beverage employees previously been conducted in Turkey (Baş et al., 2006; Şanlier et al., 2010; Başer et al., 2017). In these studies, the knowledge and attitude levels of food and beverage sector employees about food safety were found to be critical levels. The chefs frequently expressed the need to increase the level of knowledge and attitudes of employees regarding food safety, with the increasing importance of food safety after the COVID-19 outbreak. Most of the chefs expressed an opinion close to this view. Some of the related answers from chefs are as follows:

C11: *"The COVID-19 outbreak once again reminded how important food safety is for the food and beverage sector. After this outbreak, businesses and employees who are lacking in food safety should quickly overcome these shortcomings"*.

C22: *"We will carry out very strict inspections by increasing the number of food engineers within hotel. The products will be inspected by experts at every stage from procurement to the guest. Bad days will wait for businesses that make a mistake about food safety after the COVID-19 outbreak"*.

Chefs also emphasized the importance of training and inspections on food safety. For example, C28 said that: *"We were taking food safety training in the past to get certified as a procedure. The training we received in this way in the past was not efficient. If we want to assure the guests after the COVID-19 outbreak, this training must be given again and our knowledge must be refreshed. Enterprises and employees have great duties in this regard. Authorized institutions should increase the number of inspections"*.

The last sub-category of the "Changes That Could Occur in the Food and Beverage Sector After COVID-19" main category is the "The COVID-19 Outbreak as a Milestone". After the COVID-19 outbreak, most respondents consider it a new normal life. There are studies supporting this idea in the literature. Ateljevic (2020) stated that life cannot be the same as before due to the effects of the COVID-19 outbreak. Nepal (2020) emphasized that the COVID-19 outbreak allowed the tourism industry to reset itself. Brouder (2020) emphasized that after the COVID-19 outbreak, tourism industry managers should examine new supplies and demands, and if the necessary conditions are met, new investment routes can be opened for the tourism industry. The participating chefs have opinions parallel to these views in the literature. Almost all chefs support the idea that changing of all-inclusive hotels after the COVID-19 outbreak. Chefs, in particular, argue that should change after the outbreak of the all-inclusive system applied in Turkey's southern coast. Examples of answers relating to this issue are given as follows:

C9: *"I think the COVID-19 outbreak should be perceived by decision-makers as a milestone. The current situation offers an opportunity for the tourism industry to abolish the all-inclusive system. To prevent food loss caused by the all-inclusive system, the à la carte service, which produces*

quality and more delicious production, should be started”.

C25: “Yes, COVID-19 leads the tourism industry to a crisis, but every crisis brings opportunities. Turkey’s opportunity is to abandon the all-inclusive system. What matters is not how many million tourists come to the country, but what matters is how much income they leave”.

C4: “This outbreak is just the beginning, so every measure we take in tourism is an investment in the future. Turkey is taking important steps in the fight against the outbreak, it will take successful steps in tourism and will evaluate this outbreak as a turning point”.

4.3. Thoughts for the future of the chef occupation after COVID-19

The last main category created from the data obtained within the scope of the study is “Thoughts for the Future of the Chef Occupation After COVID-19”. Under the last category, there are subcategories of certification programs, loss of motivation, and tourism occupation law”. Certification programs in the tourism industry; are documents given to a product, service, or organization. These documents demonstrate that the service or organization complies with established standards and provides assurance (Font, 2002; Font et al., 2003). The tourism industry works to heal the wounds caused by the outbreak in Turkey. Hotels and restaurants try to fulfill the requirements of the certification programs determined by the Ministry of Culture and Tourism so that they can have a comfortable and healthy holiday to their visitors (CNNTURK, 2020b). It is clear from the chefs statements that this certification program will benefit the visitors who come to the hotel and restaurants to spend a holiday safely. Related answers from chefs are as follows:

C17: “I support this certification program brought by the Ministry of Culture and Tourism. Trust and satisfaction will increase in guests who know that the business has COVID-19 certification”.

C30: “The certification program is a useful and very good decision. After the COVID-19, every tourism establishment will start taking precautions according to itself. However, this practice of the ministry will please the guests in terms of having a standardization”.

From the chefs’ answers, it is clear that certifications should be given not only to businesses but also given to employees of the food and beverage sector. In this way, the chefs think that the quality of their occupation will increase. Chefs also frequently stressed the need not to employ an employee who does not qualify for certification. Some of the related answers from chefs are as follows:

C12: “Training on the COVID-19 outbreak and other outbreaks that may occur in the future should also be provided to employees. Only successful employees should be entitled to receive certification after the training provided. Employees who do not receive certification should not be employed until they receive it. In this process, placing precise lines is very important to prevent negative situations”.

C5: “This certification program will increase the importance of the culinary occupation. Employees holding this certificate will be one step ahead. If I will hire an employee, I would like the employee to have this certificate”.

The chefs also think that the certification program should be given by the ministry rather than private enterprises. Chefs believe that the reliability of the certificates issued in this way will increase. For instance, C27 said that: “I think every business and every employee in the food and beverage sector should be included in this certification program. This process should be managed directly by the ministry, not through private companies. I think visitors will have more assurance of the certificates issued by the Ministry. If the ministry is giving this certificate, if a score of 100 is made depending on the training, I think the base score should be at least 60”.

Another sub-category of “Thoughts for the Future of the Chef Occupation After COVID-19” is “loss of motivation”. The COVID-19 outbreak affected the chefs mentally as well as their financial situation. Factors such as lock-down, business closures, travel restrictions affect the mental health of individuals. Also, because the outbreak deeply affects tourism mobility, tourism-related businesses worldwide are closed and employees remain unemployed. (Benjamin et al., 2020). It is understood by their answers that this uncertain process caused by

the COVID-19 outbreak also affected kitchen employees in the food and beverage sector. The COVID-19 outbreak caused a loss of motivation to continue their occupation as before in the majority of the chefs. A few more related answers are given below:

C4: “I will return to my job to earn money and continue life but I do not think my motivation to work will be the same. Fear of being laid off and uneasiness to be sick can prevent me from doing my job”.

C21: “I started the food and beverage sector from the lowest level. I have been exposed to many economic and other crises in my 20 years in the sector. As this crisis is about health, our motivation for work decreases. Aside from the fear of being sick, the fear of transmitting the disease to our relatives outweighs. We have to go back to work, but to be as before, it depends on the time and availability of treatment”.

Some chefs also stated that: COVID-19 will affect also new graduated students. For example, C17 said that: “The COVID-19 did not only affect kitchen employees in the sector. It has also affected students who have had a university education and graduated for at least four years. While the students hoped to start the sector quickly after graduation, they found themselves in an unknown situation. I think we should bring these people back to the sector for the future of the sector”.

The last sub-category is of this study is “Tourism Occupation Law”. Pizam (1982) and Shapoval and Pizam (2017) emphasized that “working in the tourism industry is not very interesting because of inconvenient work hours, lack of work-life balance, unsatisfactory wages, restricted career progression, high ratio of foreigners and minorities, unpleasant physical surroundings, the stigma of being unskilled or semiskilled, and perceptions of being of a low social class”. Due to these factors, there is a shortage of qualified personnel in the tourism industry. In addition to such negativities global outbreaks and crises create job insecurity within the tourism industry (Alegra et al., 2013). Job insecurity produces qualitative and quantitative results in employees. The qualitative side of job insecurity is defined as the concern about the future of a job situation. The quantitative aspect of job insecurity is financial matters such as unemployment, reduced job opportunities, loss of insurance, or reduced wages (Darvishmotevali and Ali, 2020). In order to prevent these negative consequences, it is recommended to enact tourism occupation law in the literature (Temizkan et al., 2014). This situation in the literature was supported by the chefs in the study. Chefs, who have been working in the tourism industry for years, stated that the tourism occupation law will guarantee the future of tourism employees. It is clear that the COVID-19 outbreak forced chefs financially and morally. There is a high expectation that tourism occupation law studies should begin in the process after the COVID-19 outbreak. Some of the related answers from chefs are as follows:

C11: “I have argued that tourism employees should have the law for years. The COVID-19 outbreak showed that it is now imperative to have this law. The fact that the tourism industry, which is planned to bring 50 billion dollars in revenue in the following years, does not have a law is a major deficiency. This deficiency creates negativity for the future of the tourism industry employees. If we had tourism occupation law in these difficult times, it would protect us and we would be more confident about the future”.

C19: “Tourism occupation law can protect both the past and the future of tourism. The right of employees who get a university education in this business should also be protected. Nowadays, the university is not easy to study. As a reward for this challenge, there must be occupational law. Having an occupation protected by law will make us feel more comfortable and confident”

C20: “The COVID-19 outbreak has shown that it doesn’t matter how big money we make. Due to the closure of businesses, unpaid leaves, and layoffs, we were unable to receive our salaries. If there were a tourism occupation law, at least it would support us in such difficult situations”.

5. Conclusion

The present study aimed to reveal the opinions of the chefs working as managers in the kitchen department within the food and beverage sector about what changes might have occurred in their occupation and

food and beverage sector after the COVID-19 outbreak. Three main categories and nine sub-categories were obtained by analyzing the data obtained through the interviews with content analysis. The findings from this data analysis reveal three main categories: general opinions after the COVID-19 outbreak, changes that could occur in the food and beverage sector after COVID-19, and thoughts for the future of the chef occupation after COVID-19. Also, each main category includes sub-categories. General opinions after the COVID-19 includes the sub-categories: optimist and pessimist perspectives. Changes that could occur in the food and beverage sector after COVID-19 include sub-categories: changes that can occur in kitchens, menu planning, food safety, and COVID-19 as a milestone. The last main categories thoughts for the future of the chef occupation after COVID-19 include sub-categories: certification programs, loss of motivation, and tourism occupation law. Since this paper is the first to reveal the opinions of the chefs about what changes might have occurred in their occupation and food and beverage sector after the COVID-19 outbreak, and no similar study could be found in the existing literature, these findings are original.

First, most of chefs look to the future, after the COVID-19 outbreak, from a pessimistic perspective. The main source of this pessimistic thought comes from the fact is that tourism will not revive until scientists find an effective medicine and vaccine against the outbreak. It can be said that the pessimistic perspectives acting on the chefs. It can be dissipated only if there is an effective treatment method or vaccine against the outbreak. The issues that chefs worry about the future are; unemployment, decreased job opportunities, and deterioration of working conditions. In contrast to the pessimistic perspective for the future, some chefs look to the future, after the COVID-19 outbreak, with an optimistic perspective. Chefs, who have an optimistic perspective, believe that after the COVID-19 outbreak, employees who really want to do the culinary occupation will continue to do it. In this way, the idea that the culinary occupation will gain the importance it deserves again is intense among the chefs with an optimistic perspective.

Another finding of the research is "Changes that can occur in the Food and Beverage Sector after COVID-19". Based on the answers given by the chefs it is clear that chefs would like to change the all-inclusive and open buffet system in Turkey after the COVID-19 outbreak. Chefs have the belief that kitchens will change to produce personally instead of these systems. Another issue that the chefs expect to change in the food and beverage sector is the menu planning process post-outbreak. The findings show that the menu planning processes of the chefs will be based on local and healthy products after the outbreak. The chefs once again remembered the importance of food safety to the food and beverage businesses and employees of the COVID-19 outbreak. Every crisis in the world brings some opportunities with it. According to the chefs, the COVID-19 outbreak is a milestone for the removal of the all-inclusive system in hotels in Turkey. As can be understood from the answers given by the chefs; With the abolition of the all-inclusive system, it is possible to make use of tourism more sustainably.

The last findings of the study are thoughts for the future of the chef occupation after COVID-19. Chefs emphasize that employees who do not have a certificate after COVID-19 should not work in the sector. It is clear from the chefs statements that this certification program will benefit the hotel and food and beverage sector. As can be understood from the answers given by the chefs; the biggest change in their occupation is the loss of motivation. Most of the chefs have stated that they will have problems in sustaining their occupation as before. Based on this situation, it can be said that COVID-19 has the potential to negatively affect job motivation of chefs. It is clear that from the statements of chefs the COVID-19 outbreak forced to chefs financially and morally. Therefore, chefs frequently stated that employees working in the tourism sector should have an occupation law. From the responses given by the chefs; it can be concluded that the tourism occupation law will positively affect the future of tourism and employees.

Many of the crises that affect the tourism industry occur at a defined

time and place with a certain duration (Ren, 2000). This is not the case for the COVID-19 outbreak. There are many questions waiting to be answered. How long the COVID-19 outbreak will last in the world? COVID-19 will increase its impact (Rivera, 2020). It is also frequently stated by scientists that the normal life and work-life will change after COVID-19 and that it will not be as normal as before. Tourism mobility is also thought to be effective in the spread of the COVID-19 outbreak to the world so quickly (Nicola et al., 2020). For this reason, the food and beverage sector, which has a direct connection with the tourism industry, will also be affected by this change. This study, which aims to reveal the opinions of the chefs working as a manager in the kitchen department in the food and beverage sector after the COVID-19 outbreak about the changes in their occupation and food and beverage sector, is expected to contribute to the literature.

The qualitative research approach and purposeful sampling method used in this research make it impossible to generalize the findings obtained. Due to its method, this study has some limitations. First, in consequence of time problems the limited kitchen manager was interviewed. Due to the limited sample size impossible to generalize the findings obtained. Within the scope of the study, only the opinions of the kitchen managers were taken. In further studies, the sample can be expanded by including other groups of employees in the food and beverage sector. In this way, the findings obtained may be more useful to the literature and the food and beverage sector.

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Appendix A

- What kind of changes do you think will happen in your occupation after the COVID-19 outbreak?
- In general, what kind of changes will the food and beverage sector be exposed to after the COVID-19 outbreak?
- What are your thoughts on the certification program for the outbreak planned by the Ministry of Culture and Tourism?
- Do you think that the process of robotization will be started in kitchens after the outbreak? What are your thoughts on this topic?
- How will your post-outbreak menu planning strategies be?
- What legal measures would you like to take in your occupation after COVID-19?
- In your opinion, can the COVID 19 outbreak be considered as a milestone for the food and beverage sector? What are your thoughts?
- Do you think can you continue your occupation after the outbreak as before? What are your thoughts on the subject?

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