MTCON

Conference On Managing Tourism Across Continents

MTCON'20

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PROCEEDINGS

Editors
Prof. Dr. Orhan İçöz
Prof. Dr. Muzaffer Uysal
Prof. Dr. Muharrem Tuna
Dr. Alaattin Başoda

DETAY YAYINCILIK

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PREFACE

As with so many national and international conferences throughout the globe, the conference on "*Managing Tourism across Continents – Tourism for a better World – MTCON*" was canceled due to the COVID 19 pandemic. The first signs of the pandemic emerged in Wuhan, China in December 2019 and by mid-March 2020 several countries started reporting cases of the virus. As a result, many countries have taken precautions by closing their border crossings and canceling any sort of large gatherings. As of today, the pandemic is still a concern affecting our daily life and mobility throughout the world. The tourism and hospitality industry is also hit hard by the pandemic.

This conference, organized and led by the Association of Turkish Tourism Academics (TUADER) with the support of 41 national and international universities and Hotel Linkage, in collaboration with prominent and respectful worldwide tourism scientists and academicians was initially scheduled to take place with the HESTOUREX Platform collaboration in Antalya, Turkey on April 2-5, 2020. Due to the effects of the pandemic, the organizing committee of the conference made a decision to have a virtual conference on September 2-4, 2020. In the spirit of this, the program related to conference talks and presentations was restructured with the purpose of enabling both the presenters and guest speakers to reach as many participants as possible online. The organizing committee was cognizant of the time differences between countries. Due to this, the conference program was redesigned by considering the most suitable timeframe for the guest speakers, presenters, and conference attendees who would come from different countries to listen and share research studies and ideas.

Although the MTCON conference is being held for the first time, it has generated a great deal of both national and international attention. This has resulted in a submission of 340 papers for presentation in the planned process; 210 of which have been found suitable for presentation and the papers are included in the electronic congress book (e -proceedings). The uncertainty created by COVID 19 resulted in a withdrawal of 8 papers from the list of accepted papers. Of 210 papers, 65 are written in English and 145 in Turkish. Both of these papers made the conference book proceedings.

The scopes of the papers are various. In terms of the distribution of conference papers and gathering similar papers under a main title, the following main areas have been determined and the conference program has been organized by taking these main topics into consideration:

- Tourism Economy
- Tourism Management
- Tourism Architecture
- Tourism – Tour guide
- Tourism Sociology
- Tourism and Anthropology
- Tourism and Archeology
- Tourism and Geography
- Tourism and Environment

- Tourism and Cultural Heritage
- Tourism and Technology (e-Tourism)
- Tourism and Transportation
- Hospitality Industry
- Alternative Tourism
- Destination Management
- Gastronomy Tourism
- Health Tourism

The objective of the conference is to combine the tourism scientists, academicians, and professionals from all around the world and discuss new trends and developments in tourism and allied fields. The topic of *"Tourism for a better world",* which has been determined as the main theme of the conference, is the environmental and cultural sensitivity. A topic of sustainability that has been frequently expressed and discussed in recent years. Additionally, both of the societies of today know each other and establish a bridge of friendship through tourism, fostering a novel mission of leaving a peaceful and more environmentally conscious world.

It is well known that sustainability is a very crucial concern for all human related activities: Global warming, increasing environmental problems, population, and poverty problems in developing and underdeveloped countries, regional conflicts and wars among nations, immigration from poor countries to wealthy regions, narrowing green areas and lessening forests, deteriorating cultural values etc. are some of the challenges we are continuously facing. Now, adding the threat of a pandemic such as COIVID 19 makes the list longer and poses new challenges and uncertainties that we as researchers, decision-makers, concerned citizens, and policy makers need to tackle in creative, collaborative, and innovative ways. We must do this to mitigate the negative effects of challenges on society and use of resources while striving to improve the well-being of tourism stakeholders in the world.

Five outstanding academicians, working at major universities in four different countries have made very important contributions to the field of tourism with their research and publications. We are honored by their acceptance of our invitation to participate as keynote speakers. They have made their speeches in the virtual environment, the topics of which and their affiliations are given below:

- Prof. Dr. Nina Katrine Prebensen, The Arctic University of Norway, "*Resilient Tourism Innovations*"
- Prof. Dr. Serena Volo, University of Bozen - Bolzano – Brunico, İtaly, "*Research Methods for Visual Big Data: Opportunities and Challenges for Tourism*"
- Prof. Dr. Tanja Mihalič, University of Ljubljana, Slovenia, "*Quo Vadis Sustainable and Responsible Tourism Paradigm*".
- Prof. Dr. Joseph Sirgy, Virginia Polytechnic Institute & State University (Virginia Tech), United States of America, "*Self-Congruity and Consumer Behavior*"

- Prof. Dr. Cihan Cobanoglu, University of South Florida Sarasota-Manatee, United States of America, "*Smart Tourism: Opportunities and Challenges*"

The *"Intercontinental Tourism Management Conference - MTCON",* which was organized for the first time in 2020, has been successfully held in virtual and online environment despite the common difficulties and challenges we have experienced all over the world. On behalf of TUADER and the organizing committee members we sincerely thank you for your contributions and participation in the conference. We believe that with your support and engagement, we have accomplished our goal and look forward to hosting another conference in 2021. We also acknowledge the help and outstanding support from the honorable president of the Association of Turkish Tourism Academics (TUADER), Prof.Dr. Muharrem Tuna, collaboration from HESTOUREX Platform, and POYD (The Association of Professional Hotel Managers, Turkey). In addition, we extend our sincere thanks to the following educational institutions who supported the conference:

University of Delaware, USA; ETOUR Mid Sweden University, Sweden; Macau University of Science and Technology, Macao; University of Massachusetts - Amherst, USA; University of South Carolina, USA; Virginia Tech, USA; North West University, South Africa; Akdeniz University, Turkey; Afyon Kocatepe University, Turkey; Anadolu University, Turkey; Aksaray University, Turkey; Hacı Bayram Veli University, Turey; Atatürk University, Turkey; Aydın Adnan Menderes University, Turkey; Balıkesir University, Turkey; İhsan Doğramacı Bilkent University, Turkey; Bolu Abant İzzet Baysal University, Turkey; Burdur Mehmet Akif Ersoy University, Turkey; Doğu Akdeniz University, Turkish Republic of Northern Cyprus (KKTC), Çanakkale Onsekiz Mart University, Turkey; Düzce Üniversity, Turkey; Erciyes Üniversity, Turkey; Erzincan Binali Yıldırım Üniversity, Turkey; İstanbul Gelişim University, Turkey, Gümüşhane University, Turkey; Isparta Uygulamalı Bilimler University, Turkey; İzmir Katip Çelebi University, Turkey; Kastamonu University, Turkey; Kayseri University, Turkey; Kocaeli University, Turkey; Mardin Artuklu University, Turkey; Mersin University, Turkey; Muğla University, Turkey; Necmettin Erbakan University, Turkey; Nevşehir Hacı Bektaş Veli University, Turkey; Ondokuz Mayıs University, Turkey; Pamukkale University, Turkey; Sakarya Uygulamalı Bilimler University, Turkey; Selçuk University, Turkey; Süleyman Demirel University, Turkey; Yaşar University, Turkey; and Zonguldak Bülent Ecevit University, Turkey. Finally, we sincerely thank those individuals and friends, who helped generously with organizing and executing the conference program with technology platforms and virtual meeting arrangements, and to all operations team, especially Dr. Alaattin Başoda, Res. Assist. Filiz Dalkılıç Yılmaz and Tolga Altaş who worked with a devoted and disciplined understanding at every stage of the conference.

We hope that the conference book will be useful to all academicians, tourism students and industry professionals.

Prof. Dr. Orhan İÇÖZ, Yaşar University (Turkey)

Prof. Dr. Muzaffer UYSAL, University of Massachussets - Amherst (USA)

CONTENTS

PREFACE ix

AN ANALYSIS OF MULTIFACETED CONTRIBUTION OF TOURISM DEVELOPMENT ON POVERTY REDUCTION: WITH SPECIAL REFERENCE TO SOUTHERN PROVINCE OF SRI LANKA 1
UR Manori LASANTHI KUMARI, Dulaja SILVA, DAC Suranga SILVA

PERSIAN HOSPITALITY: INTANGIBLE CULTURAL ASSET 14
Dori DAVARI

THE INFLUENCE OF DECENTRALISATION POLICY IN THE NEXUS OF POWER IN THE RURAL TOURISM DESTINATION IN INDONESIA 19
Masrura Ram IDJAL

TOURISM-OIL PRICE NEXUS: COINTEGRATION ANALYSIS 23
Khalid M. KISSWANI

ICT USE IN SAUDI LUXURY HOTELS: AN ASSESSMENT OF GUESTS' PERSPECTIVES 38
Reda GADELRAB, Nasser ALBOGAMI, Erdogan EKIZ

EVOLUTION OF APPROACHES TO TOURISM DEVELOPMENT IN THE DEVELOPING COUNTRIES CONTEXT 40
Cevat TOSUN, Emre YILDIZ, Bekir Bora DEDEOĞLU

EVALUATION OF TOURISM DEVELOPMENT IN EMERGING DESTINATIONS: A COMPARATIVE PERSPECTIVE FROM BEIBU ECONOMIC ZONE, CHINA 58
Cevat TOSUN, Lin XINZI

THE IMPACT OF TEAM CREATIVITY ON ORGANIZATIONAL AMBIDEXTERITY 79
Ali Şükrü ÇETINKAYA, Maryam ADLI

A CONTENT ANALYSIS ABOUT TOURISM LITERATURE: A RESEARCH ON Q1 JOURNALS 82
Gözde Seval ERGÜN, Özgür YAYLA, Erkan Kadir ŞİMŞEK

THE EFFECT OF DIGITAL LEADERSHIP IN VIRTUAL ORGANIZATION 91
Ali Şükrü ÇETINKAYA

EFFECTS OF SETTLEMENTS AND RECREATIONAL ACTIVITIES ON GÖLLER HIGHLAND 95
Hidayet KISLALI, Mustafa KÖSE

WINTER TOURISM DESTINATION DEVELOPMENT 109
Neslihan KULÖZÜ UZUNBOY, O. Cenk DEMİROĞLU, Gürel ÇETİN

INVESTIGATION OF SUSTAINABLE TOURISM PERCEPTIONS OF THE LOCAL PEOPLE AND SUSTAINABLE DESTINATION MANAGEMENT ATTITUDES: THE CASE OF AYDER 113
İnci SARIAHMETOĞLU, Nilüfer VATANSEVER TOYLAN

SERVICE INNOVATION IN TOUR GUIDING 118
Areej Shabib ALOUDAT

A SURVEY ON TOUR GUIDE LICENSE IN NATIVE LANGUAGE: THE CASE OF TURKEY 132
Gulsun YILDIRIM, Ozlem OZBEK

WILL THE IMC HELP THE E-MARKETING TO BRAND CONSTANTINE CITY? NDOUR KSAMTINA APP 138
Khadidja CHERFIA

THE ROLE OF STAKEHOLDERS IN THE REJUVENATION OF TOURISM DESTINATIONS: THE CASE OF KAS 153
Birgül AYDIN, Emre Ozan AKSOZ

SOCIETAL ANALYSIS OF WATER TOURISM BASED ON THE SUSTAINABLE DEVELOPMENT GOALS: A CONCEPTUAL REVIEW AND CONTENT ANALYSIS 165
Javaneh MEHRAN

BLOCKCHAIN: CHALLENGES AND OPPORTUNITIES FOR TOURISM AND HOSPITALITY INDUSTRY 168
Irem ÖNDER

BEING ABLE TO ATTEND OR NOT: A DILEMMA IN INEQUALITY OF ACCESS TO PERFORMING ARTS PARTICIPATION 173
Ayse COLLINS

ANTECEDENTS OF AUGMENTED REALITY (AR) APPLICATIONS USE/ REUSE AT HERITAGE SITES 175
Faizan ALI, Niloofar BEHNAMSHIRAZI, Laiba ALI

THE EFFECT OF PERCEIVED ETHICAL CLIMATE ON JOB SATISFACTION AND JOB PERFORMANCE IN SPECIAL ACCOMODATION FACILITIES: A RESEARCH IN NEVSEHİR PROVINCE 181
Şerife AKBURAK, İbrahim İLHAN, Aziz Gökhan ÖZKOÇ

AN ASSESSMENT OF ENVIRONMENTAL AWARENESS AMONG TOURISM AND HOSPITALITY MANAGEMENT PUPILS: EVIDENCE FROM A SMALL ISLAND STATE 201
Hamed REZAPOURAGHDAM, Elaheh BEHRAVESH, Bakiye YALINÇ

DOES BRAND RECOGNISABILITY MEDIATE THE RELATIONSHIP BETWEEN SOCIAL MEDIA MARKETING ACTIVITIES AND BRAND PREFERENCE? A STUDY OF EDUCATION TOURISM 205
Nagihan ÇAKMAKOĞLU ARICI, Hasan Evrim ARICI

THE EFFECT OF INTRINSIC AND EXTRINSIC MOTIVATION ON REVISIT INTENTION: THE MEDIATOR ROLE OF CUSTOMER SATISFACTION 212
Cenk SAYGIN, Ülker ERDOĞAN

INVESTIGATION OF THE EFFECT OF RESTAURANT ATMOSPHERE ON BEHAVIOURAL INTENTION 218
Üzeyir KEMENT, Sinan ÇAVUŞOĞLU, Aziz BÜKEY, Murat GÖRAL, Ahmet USLU

PRIORITIZATION OF TOURISM DESTINATION COMPETITIVENESS DETERMINANTS AND ATTRIBUTES USING FTOPSIS: A CASE OF KERALA, INDIA 226
Ashna JOHN, Mohammed FIROZ C

THE RELATIONSHIP AMONG WORKPLACE LONELINESS, PERCEIVED ORGANIZATIONAL SUPPORT AND JOB SATISFACTION 245
Filiz GÜMÜŞ DÖNMEZ, Cafer TOPALOĞLU

THE RELATIONSHIP BETWEEN SERVICE QUALITY AND CUSTOMER SATISFACTION: SPORT AND HEALTH CENTERS IN NORTH CYPRUS 260
Mehmet Necati CİZRELİOĞULLARI, Özlem ALTUN, Pınar BARUT

EVALUATION OF GASTRONOMIC IDENTITY OF ADANA IN TERMS OF DESTINATION BRANDING 269
Barış Vaiz DİNLER, İbrahim İLHAN, Aziz Gökhan ÖZKOÇ

SEASONAL EMPLOYEE LEADERSHIP: COULD IT BE A POSSIBLE ANTIPODE TO THE TURNOVER HEADACHE IN THE HOTEL INDUSTRY? 284
Huseyin ARASLI, Hasan Evrim ARICI

THE MEDIATING ROLE OF JOB SATISFACTION IN THE EFFECT OF SERVICE ORIENTATION ON THE TURNOVER INTENTION: A RESEARCH IN HOSPITALITY ESTABLISHMENTS 288
Eray POLAT, İbrahim MİSİR, Bayram ŞAHİN

A MODEL PROPOSAL FOR IDENTIFYING THE RELATIONSHIP BETWEEN FILM TOURISTS' MOTIVATION, EXPECTATIONS AND SATISFACTION 293
Işıl ARIKAN SALTIK, Filiz GÜMÜŞ DÖNMEZ

EMPLOYEE CHANGE MANAGEMENT: COPING WITH HIGH EMPLOYEE TURNOVER RATES IN INTERNATIONAL HOTELS, A CASE STUDY IN ANKARA .. 305
Gökhan ŞENER

TOURISM HIGHER EDUCATION IN TURKEY: IS IT MEETING THE NEEDS OF THE TOURISM INDUSTRY? A QUALITATIVE RESEARCH 308
Güneş KARAMULLAOĞLU, Eda GÜREL

CURRENT CLOUD-BASED SOFTWARE SERVICES USED IN ONLINE MARKETING OF HOTELS IN TURKEY 311
Murat YURTLU

EFFECT OF GREEN HR PRACTICES ON EMPLOYEE ENVIRONMENTAL COMMITMENT THROUGH ENVIRONMENTAL SUSTAINABLE ENGAGEMENT: EVIDENCE FROM GREEN HOTELS IN TURKEY 327
Foad IRANI, Hasan KILIÇ, Nazanin NADERIADIB ALPLER, Sima RAHIMIZHIAN

DOES THE EXISTING OF QUALIFIED ACTIVE TRANSPORTATION FACILITIES INFLUENCE TOURISTS' WORD OF MOUTH INTENTION THROUGH DESTINATION IMAGE? THE CASE OF NORTHERN CYPRUS 331
Nadia Jobbehdar NOURAFKAN, Mehmet Necati CIZRELIOĞULLARI

THE EMERGENCE OF EXPERIENCE ECONOMY: A CASE STUDY OF TURKISH REPUBLIC OF NORTHERN CYPRUS 336
Mahlagha DARVISHMOTEVALI

THE EFFECT OF DESTINATION PERSONALITY ON CONATIVE IMAGE 346
Fatih PEKTAŞ, Yasemin KOÇAK, Hacer Neyir TEKELİ, Fatih AKYOL

THE METHODOLOGICAL CONTRIBUTION OF NEUROSCIENCE TO TOURISM DISCIPLINE 351
Serhat Adem SOP

CO-CREATING WITH TOURISTS IN EGYPT: THE PROS AND CONS 361
Moustafa A. MEKAWY

ASSESSING TOURISM DESTINATION COMPETITIVENESS USING IMPORTANCE-PERFORMANCE ANALYSIS (IPA) TECHNIQUE 364
Ashna JOHN, Mohammed FIROZ C

ANALYSIS OF SILENT TOURISM POTENTIAL FOR SİNOP 368
Şaban KARGİGLİOĞLU, Javier ARİFUDDİN

ANTECEDENTS OF DOMESTIC TOURISTS' LOYALTY: THE ROLE OF PLACE ATTACHMENT AND SATISFACTION 375
Bilge ÇAVUŞGİL KÖSE

BIBLIOMETRIC ANALYSIS OF INFORMATION TECHNOLOGY RESEARCH IN TOURISM AND HOSPITALITY 380
Zafer TÜRKMENDAĞ

HIGH-PERFORMANCE WORK PRACTICES AND FRONTLINE HOTEL EMPLOYEES' CREATIVE PERFORMANCE: MEDIATING ROLE OF JOB CRAFTING 397
Ksenia A. SUMANEEVA, Kayode K. ELUWOLE, Turgay AVCI

THE MODERATING ROLE OF SUPERVISOR SUPPORT ON THE RELATIONSHIP OF INTERNAL SERVICE QUALITY AND ORGANIZATIONAL DEVIANCE 401
Hasan KILIC, Farzad SAFAEIMANESH

REVISITING THE ISSUE OF PRESENTEEISM AND ABSENTEEISM IN HOSPITALITY INDUSTRY: A SIGNPOST FOR FUTURE DIRECTION 405
Kayode Kolawole, ELUWOLE, Ksenia A. SUMANEEVA, Turgay AVCI

SERVANT LEADERSHIP AND OCB: THE MEDIATING ROLE OF WORK ENGAGEMENT AND EMOTIONAL INTELLIGENCE 408
Servet NASIFOGLU ELİDEMİR, Kayode ELUWOLE, Ayca ALTUN

TO ADOPT OR NOT TO ADOPT? LIVE STREAMING VIDEOS AS A TOOL FOR DESTINATION SELECTION AMONG YOUNG TOURISTS 413
Kayode KOLAWOLE ELUWOLE, Servet NASIFIOGLU ELIDEMIR, Taiwo TEMITOPE LASISI, Ali OZTUREN

PASSENGERS' EVALUATIONS ABOUT AIRLINE SERVICE QUALITY AND INSTRUMENTAL ISSUES 426
Mehmet Bahri SAYDAM, Hüseyin ARASLI

SHARING ECONOMY: A RESEARCH ON PARTICIPATION INTENTIONS OF TURKISH PEOPLE 430
Osman Nuri ÖZDOĞAN, Emrah ÖZKUL

CREATING CUSTOMER LOYALTY THROUGH SERVICE QUALITY FOR AIRBNB SERVICES - THE CASE OF IZMIR 441
Onur İÇÖZ, Tuğrul GÜNAY

HOW EFFECTIVE GAMIFIED TECHNICS WILL LEAD TO COSTUMER ENGAGEMENT? 457
Javaneh MEHRAN

INVESTIGATING THE RELATIONSHIP BETWEEN MASS TOURISM AND HERITAGE CONSERVATION: IN THE CASE OF TURKISH REPUBLIC NORTH CYPRUS 463
Tahereh AREFIPOUR

REVIVAL OF CULTURE THROUGH CREATIVE TOURISM:
THE CASE OF SARIHACILAR AKSEKI PROVINCE OF ANTALYA 466
İbrahim ÇETİN

OVERTOURISM: BLESSING OR BURDEN? 474
Onur İÇÖZ, Yiğit Sebahattin BOZKURT

STUDYING TOURISTS' LOYALTY PERCEPTIONS: INTERNATIONAL
TOURISTS VISITING PETRA, JORDAN 487
Ahmad SHAMMOUT, Nour ALOKAILY, Ziad ALRAWADIEH, Erdogan EKIZ

HOW IS THE NEW PRODUCT DEVELOPMENT PROCESS PERFORMED
IN A FAST-CASUAL RESTAURANT? 490
Oğuz NEBİOĞLU, Samet AK

THE IMPACTS OF COVID-19 PANDEMIC ON THE YOUTH TOURISM MARKET 501
Kubra ASAN

THE EFFECTS OF DIGITAL MARKETING ON SMALL TRAVEL AGENCIES:
CASE OF SMALL TRAVEL AGENCIES IN BELEK / SERIK REGION 505
İbrahim ÇETİN, Orhan İÇÖZ

STRATEGIC PLANNING FOR HEALTH TOURISM AFTER COVID 19:
THE CASE OF TURKEY 511
Özlem ALADAĞ BAYRAK

A KEY TO VARIOUS OPPORTUNITIES FOR THE DEVELOPMENT IN CULTURE,
ECONOMY AND INTEGRATION IN ASIA MINOR: A SUCCESSFUL
ARCHAEOTOURISM PLANNING 515
Hasan Ali ERDOĞAN

ENVIRONMENTALLY FRIENDLY ALTERNATIVE TOURISM TYPES AGAINST
MASS TOURISM IN MINIMIZING THE DAMAGE TO THE NATURE 525
Ayşe GÖKER, Mehmet KARAKOÇ

AN ANALYSIS OF MULTIFACETED CONTRIBUTION OF TOURISM DEVELOPMENT ON POVERTY REDUCTION: WITH SPECIAL REFERENCE TO SOUTHERN PROVINCE OF SRI LANKA

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Abstract

Tourism has come forth as one of the decisive strategies for economic growth and development of Sri Lanka. Prospects and possible contributions of tourism development to alleviate the poverty of the country have been discussed at the different levels of policy-industry forums. The major objective of this study is to examine how far and what factors are decisive to determine the multifaceted contribution of tourism development on poverty alleviation of Southern Province of Sri Lanka. The findings of this study have revealed that the direct and indirect impacts of tourism activities and the consequent tourism employment and income generation opportunities have illustrated a significant potential contribution to alleviate the poverty levels of the community involved with tourism industry at different levels and different means of involvements in the supply change of tourism supply. However, the prevailing politico-administrative setting, economic factors and socio-cultural settings can moderate the possible contribution of tourism on poverty alleviation of the destination sites of the province. Despite the rapid of growth of tourism industry, it is recognized from this study that tourism development can create a significant contribution on poverty alleviation if proper pro-poor tourism development strategies are applied with the development of tourism in the selected destination sites of the province. This study has employed a descriptive research designing method and the date were collected through Questionnaires, Interviews conducted with community members, key informants and policy & decision makers of the industry.

Key Words: Poverty Reduction, Tourism, Challengers, Development

INTRODUCTION

Background of the Study

Tourism is one of the fast-growing sectors around the world and it provides massive opportunities for people. According the world tourism report 2018 it contribute 10.4% for global gross domestic production and provide 313 million jobs or 9.9% total employment in 2017. Developing country use tourism as possible alternative income generating source. Tourism is main foreign exchange earning sources for developing country which is essential for economic development and it contributes towards generating huge employment opportunity. Now most of the developing country have been recognized that tourism as important and potential sector for develop national economy. The

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World Tourism Organization is persuaded that the power of tourism one of the most energetic activities of our time-can be more effectively harnessed to address the problems of poverty more directly (UNWTO, 2002). According the research has done by Shah (2000) explained In general, tourism has become a significant industry in both poor and rich economies because of its important impacts on economic, livelihoods and socio-cultural development. According to the Asian Development Bank, poverty can be described as a "deprivation of essential assets and opportunities to which every human is entitled"

According UNWTO 2018 annual research key factors of tourism industry in Sri Lanka, total contribution for gross domestic production was 11.6% in 2017 and is forecast to rise by 12.3% of gross domestic production in2028. At present the Government of Sri Lanka has been activating village based tourism as an instrument of multidimensional poverty. The Government of Sri Lanka claims that "village based tourism will be pursued with a view to create spin offs for the rural community" (Ministry of Finance & Planning, 2006: 112). Rural community focal development strategy is necessary to develop Sri Lanka due to two reasons. Firstly, majority of population belongs to rural area. The poverty headcount index for 2016 was 4.1 and it has decreased from 6.7 in 2012/13. From 2002 to 2016, the long term overall poverty index has shown a downward trend. In 2016 approximately 843,913 individuals were in poverty. For the previous survey year 2012/13 it was 1.3 million. This represents a 0.5 million decline from 2012/13 to 2016. The total poor households were 3.1 percent of the total households and it was approximately 169,392 households in 2016 (Department of Census & Statistics in Sri Lanka, 2016). Even though poverty has declined to a greater extent at national level in the last few decades, poverty disparities still exists across the provinces and districts. According to 2016 survey Poverty head count index of Southern province was 3.0 and number of poor people were 74769.

According to some of popular journals and magazines including National Geographic Traveler Magazine (2012), World travel Market Industrial Report (2011), Lonely Planet Survey (2018). Despite such tourism resources and the intervention of the government towards tourism industry, the contribution of the tourism to the economy of Sri Lanka is relatively low. Then if country can properly make the plan for poverty alleviation tourism is main and fast solution for this**.** Foreign exchange earning in Sri Lanka is not growing rapidly which not potential level of Sri Lanka. If country can implement on proper policy development on tourism poverty reduction requires strategies on a variety of complementary fronts and scales, but a prerequisite of significant progress is pro-poor growth which benefits the poor. Tourism can be one source of such growth**.**

Problem Statement

The UNWTO (2007) has clearly emphasized the possible contributions of tourism development on poverty reduction in the local communities. If any type of tourism development is to improve the livelihood and income generating opportunities of poor communities then it should first analyse how and in which ways such tourism development creates the opportunities for them to reduce

their poverty levels. Furthermore, all possible direct and indirect benefits and contribution of tourism in this context must be analysed. More specifically, it is important to analyse how such impact of tourism contributions effecting on poverty alleviation are moderated and mediated from the socio-economic settings and demographic characteristics in Southern Province of Sri Lanka are to be examined.

Major Objective of the Study

The major objective of this study is to examine how far and what factors are to determine the effectiveness of multifaceted contribution of tourism development on poverty alleviation of the selected tourist destination sites of Southern Province in Sri Lanka.

Research Questions

i. What types of community involvements and activities happening with tourism development and how far such involvements contributing poverty alleviation in Southern Province of Sri Lanka?
ii. What are challenges facing tourism development initiatives in poverty reduction in Southern Province of Sri Lanka?
iii. What are the possible strategies and initiations that can be employed to reduce level of poverty through tourism development of the province?

Research Objectives

i). To examine the contribution of tourism activities on poverty reduction in Sri Lanka.
ii). To analysis challenges facing tourism development initiatives in poverty reduction in Sri Lanka.
iii). To indicate the possible strategies and activities that can reduce level of poverty through tourism development of the province.

LITERATURE REVIEW

Theoretical Back Ground of the Study

Phillimore and Goodson (2004) explained that intended to establish people's understandings and experiences of poverty, alongside how tourism interacts with poverty, the overarching paradigm of the research is inter poeticism. Torres and Momsen, (2004) to ensure that tourism activities produce the expected result in economic growth and poverty alleviation the tourism stakeholders should take special action. Governments need to facilitate the development of linkages so as economic opportunities for local populations would not lose.

Mitchell and Ashley (2010) explained that publications in tourism have failed to provide policy makers and the resource poor in developing countries with adequate analysis of the diverse impacts of different types of tourism from contrasting source markets. In sharing this view, this study believes that amongst the challenges facing tourism researchers today includes identifying and applying the right research methodologies.

The World development Report (2000/2001) as shortened by Enahoro and Ikpefan (2005) emphasizes various dimensions of poverty.

1. Lack of opportunities -This is a low level of consumption and income, usually relative to a national poverty line. This is associated with the level and distribution of human capital and social and physical assets such as land and market opportunities that determine their returns to these assets.

2. Low Capabilities -Little or no improvements in health and education indicators among a particular socio-economic group in the area of:

i) Low Level Security -Exposure of risk and income shock that may arise at the Individual levels
ii) Empowerment -Capability of poor people to participate in exchange

Empirical Evidence

Capacity of Tourism on Poverty Reduction

Tourism as a multifaceted industry inherently contribute to create employment and income generation to the economy that can be directed to reduce the poverty. Contribution of tourism is clearly identified in developing country. It is a dynamic fast-growing industry in the world. Tourism has direct, indirect and induce contribution to the economy. According to UNWTO (2002), Dynamic activities of tourism can be more effectively harnessed to address the problems of poverty directly. Luke and River (2011) explained that tourism provides an important opportunity for the developing countries to battle poverty, expand their economies and pursue pro-poor inclusive growth strategies. Hall (2007) prove that poverty alleviation through tourism depends on the development of tourism industry in particular destination. Ashley (2007) described the magnitude of employment through the tourism sector by providing some commentary on how tourism creates employment. UNWTO(2017) Explain that the economic impact of tourism can be brief as: a powerful economic force providing employment, foreign exchange and tax revenue and visitors are generators of economic impact for a country, a region, a city or a destination area: directly from their spending and indirectly from the tourism multiplier effect.

Rodriguz .J.G (2019) investigated that tourism and poverty reduction in Mexico .the relationship between international tourism and the magnitude of poverty during the period of 1980–2017, through the use of an autoregressive distributed lags cointegration model with a structural break. Finding of this paper specify that there is a long-term relationship between international tourism and the reduction of poverty. It was initiate that for every 1% increase in international tourism, household consumption per capita increases 0.46% which explain the deceases of poverty. In the short term, it was found that a 1% increase in international tourism leads to a 0.11% increase in household consumption per capita which was decrease in poverty. The coefficient of the error correction model indicates that 23.9% of any movement into disequilibrium is corrected within one year. To corroborate these results, a Toda–Yamamoto Granger causality test was carried out, indicating a unidirectional causality relationship from international tourism towards the reduction of poverty.

Mitchell (2012) explained that there are three economics impact link with tourism development and which leads to the poverty reduction are ultimately. Impact are as follows, first direct impact for tourist expenditure in term of income and employment for host community, secondly indirect impact for tourism enterprises and tourists which make induce impact for business profit. Thirdly, infrastructure, human capital development and other economics activities which creates dynamics impact for community.

Njoya E.T., Seetaram N., (2017) investigated the claim that tourism development can be the engine for poverty reduction in Kenya using a dynamic, microsimulation computable general equilibrium model. The results from studies confirm that expansion of the tourism industry will benefit different sectors unevenly and will only marginally improve poverty headcount. This is mainly due to the contraction of the agricultural sector caused the appreciation of the real exchange rates. This article demonstrates that the effect on poverty gap and poverty severity is, nevertheless, significant for both rural and urban areas with higher impact in the urban areas. Tourism expansion enables poorer households to move closer to the poverty line. It is determined that the tourism industry is pro-poor.

Busdell and Eagles (2007) significant barrier that block local communities to utilize tourism opportunities. Also lack of decision-making and planning skills concerning the possible consequences tourism, coupled with limited ability to control tourism development, unpredictable political climates, and long-term funding uncertainty. Busdell and Eagles (2007) argued that lack of formal education and foreign language skills, is a significant barrier that block local communities to utilize tourism opportunities. Also lack of decision-making and planning skills concerning the possible consequences of tourism, coupled with limited ability to control tourism development, unpredictable political climates, and long-term funding uncertainty. To ensure that tourism activities produce the expected result in economic growth and poverty alleviation the tourism stakeholders should take special action.

METHOD

Research Site

This study focused in the Southern Province of Sri Lanka by considering the level of development of tourism industry and current community involvement with the industry compared to the other eight provinces besides the time and accessibility of research sites.

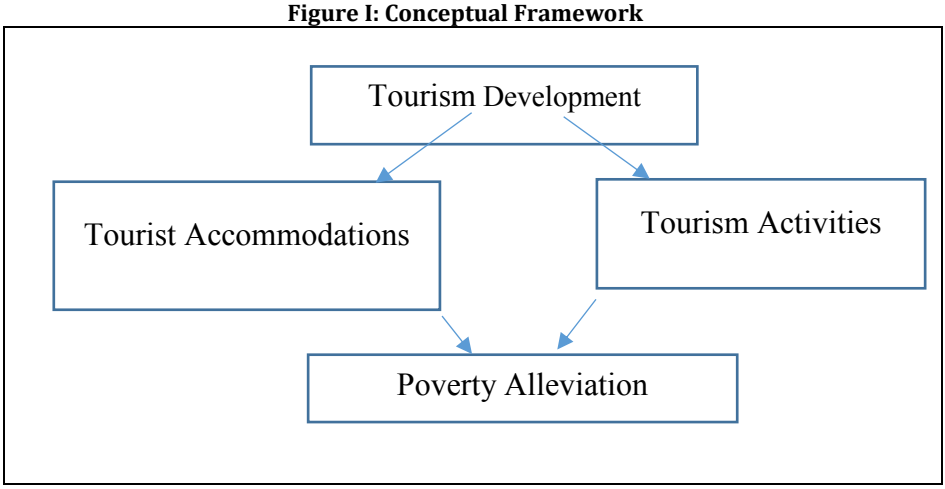
Sample Selection

Research population of this study are all community member related to tourism industry in Southern province. Sample size has been calculated using a sample size calculator with a confidence level of 95% and a confidence interval of 5%. Purposive sampling method was used to collect the data from the right respondents due to non-clear of the size of the population so is sample size. Moreover, community members who are related to tourism industry have been focused to the interviews. A total of 385 community member were respond for the survey questionnaire. A mixed method, combining quantitative and

qualitative approaches was used in this study. The Likert scale measurement was used to estimate the variables and the scale scores from five to one, five was given to highest respond and one was given to lowest respond.

Conceptualization of the Research

Figure I: Conceptual Framework



Source: Derived from Bakari (2015)

Analytical Tool

Analysis of primary data were used statistical package SPSS version 22.Discriptive analysis, Mean analysis and regression analysis were used to generate the result of data.

RESULTS AND DISCUSSION

The descriptive statistics, mean analysis and the regression analysis were used analysis data in this study. The validity and reliability of the data are verified using cronbach's alpha. In addition, hypotheses testing was done in the final part of the chapter.

Cronbach's α is the most commonly used test to determine the internal consistency of an instrument. In this test, the average of all correlations in every combination of split-halves is determined. Instruments with questions that have more than two responses can be used in this test. The Cronbach's α result is a number between 0 and 1. An acceptable reliability score is one that is 0.7 and higher.

Table 1 – Cronbach's α for variables

Variable	Level Required	Resulting Level	Conclusion
Tourism Development	0.7 and higher	0.944	Acceptable
Reduction of Poverty	0.7 and higher	0.939	Acceptable
Challengers	0.7 and higher	0.949	Acceptable

Source: Survey Findings

Demographics Characteristics of Respondent

Table 2- Demographics Characteristics of Respondent

	Factor	Percent
Gender	Male	58
	Female	41
Age	18-30	24
	30-40	13
	40-50	18
	50-60	35
	Above 60	8
Marital Status	Married	70
	Unmarried	28
Education	No Education	12
	OL	48
	AL	27
	Bachelor Degree	11
	Other	2

Source: Survey Findings

As can be seen from the above table majority of the tourist in the study were male (59%)and female were 41%.Majority of tourist were age between 30-40 as a percentage 36 and 70 percent tourist were married. According to the study sample education qualification, majority were passed ordinary level (56%).

Tourism Contribution for Poverty Reduction

According UNWTO 2017, tourism developed and managed in a sustainable manner can make a significant contribution to poverty alleviation especially in rural areas where most of the poor

People are live with few development options. 89% people were agreed that tourism are contribution to poverty alleviation and livelihood development. Reason, such as tourism create number of formal and informal jobs, help to improve social amenities, generate foreign exchange improve local business and other induces effects.

Tourism create more formal and informal job opportunities than other industry.it interpret from mean value 4.32. tourism is people oriented services industry then it is more sensitive with human.in Sri Lanka still around 40% woman are joining with the job market then tourism is the one of lucrative market for them to joining with the labour force. 4.11 mean value confirm that tourism are generate more foreign income.it shows that people can earn from tourism and finally it will help to the poverty reduction.

Table 3: Contribution of Tourism to Poverty Reduction

Contribution of Tourism to Poverty Reduction	Mean
More formal and informal job opportunity	4.32
Generate more foreign income	4.11
Improve local business	4.25
Improve foreign language skill	3.20
Improvement of infrastructure	4.02
Improving social Facilities	4.07

Source: Survey Findings

Tourism is to improve local business (mean=4.25) directly and indirectly. Increasing number tourist mean people have to supply more product and services the obviously they should have to improve local business. People do not strongly agree with Improving foreign language skill but according to group discussion could identify that resident have day to day life communication ability with foreign tourist. According to them residents should motivate learning new language. Improving infrastructure facilities is strongly agreed (mean=4.02) factors of resident. mean value 4.07 were for improving social facility factor it shows that improving communication facility, health centre, shops, water, electricity and other facility due to tourism.

Key Challenges of Poverty Reduction through Tourism Development

Challenges which encounter participation in the tourism related activities and poverty alleviation to local communities can be categorized into three categories relating to the respondents' answers from questionnaire and interview. There are challenges at the local level and government level.

Resident do not have proper knowledge above the investment (mean 4.47) and entrepreneurship skill (mean=4.54).unskilled labour is major problem for this industry it can interpret mean value 4.01.Lack of education and training(3.24) also problem for the people. Credit facility (3.87) given by financial institute is very low and rules and regulation is very high , Lack of transparency sharing benefits of tourism(3.34) with total population in the area due to information asymmetric problem. At the same time Lack of local incentives to locals(4.12)is big problem for people to joining the industry. Majority of resident do not have awareness about community based tourism (4.23). Inefficiency of local authority (4.04) o e of major problem for people in this area. Lack of support from stakeholders (4.57) due to poor communication among the relevant parties. Political stability (4.89) were major challenge for the tourism development.

Table 4: Challengers of Tourism Development

Challengers of Tourism Development	Mean
Lack of knowledge about investment	4.47
Lack of skill labor	4.01
Lack of education and training	3.24
Lack of entrepreneurship	4.54
Lack of credit	3.87
Inefficiency of local authority	4.04
Lack of awareness about community-based tourism	4.23
Seasonality of Jobs	3.54
Lack of local incentives to locals	4.12
Lack of transparency sharing benefits of tourism	3.34
Lack of support from stakeholders	4.57
Political instability	4.89

Source: Survey Findings

Strategic Approaches and Policy Measures to Reduce the Levels of Poverty through Tourism Development

There are many strategies to reduction poverty through tourism development. under following factors it can identify accurately**.**

Community members are strongly agreed with increasing awareness related tourism activities (4.56). Provide proper Training, education facility and new technology (4.34) highly required factors of the people. Proper interaction and coordination between stakeholders (4.21) need to improve tourism in this area. Analysing the potential product and services (4.09) can increase the local business. Increase efficiency of the local authorities (4.86) is highly sensitive with the development of tourism. Introduce new creative market agents the seasonality (4.01) is make continues employments among residents. Enhancing community-based tourism (3.98) make people iteration with tourism. Arrange proper credit facility and provide incentives (4.15)is increases more investment and entrepreneurs. Political stability were one of the main strategy.

Table 5: Strategic Activities for Poverty Reduction

Strategic Activities for Reduction of Poverty	Mean
Increasing Awareness related tourism activities	4.56
Provide proper Training , education facility and new technology	4.34
Proper Interaction and coordination between stakeholders	4.21
Analyzing the potential product and services	4.09
Increase efficiency of the local authorities	4.86
Introduce new creative market agents the seasonality	4.01
Enhance community based tourism	3.98
Arrange proper credit facility and provide incentives	4.15
Political stability	4.87

Source: Survey Findings

Regression Analysis

In this section the relationship between tourism development and poverty reduction, also impact of tourism development on poverty reduction.

A linear specification of the principle model can be stated as follows:

P R = F(TD)

P R = α + β 1 Tourism Development + U t

PR=Poverty Reduction

TD= Tourism Development

Contribution of Tourism on Poverty Reduction

This relationship was measured using the following hypothesis.

H1: There is a significant relationship between tourism development and poverty reduction

The table 4.1 below provides the model-fit results of the 'Enter' simple regression test using the above independent variable and poverty reduction as the dependent variable.

Below table shows a significant ($p<0.05$) F value. The R^2 for this model is 0.623, which indicates that 62.3% of the variations in poverty reduction can be explained by tourism development in the regression. Also there is a significant relationship between tourism development and poverty reduction. The Durbin-Watson statistic for this model is 1.985 which are near 2. A rule of skim is that test statistic values in the range of 1.5 to 2.5 are relatively normal. According to the statistic two observations the residual terms should be uncorrelated. This assumption can be tested by using Durbin- Watson test. The normal standard is that if this value is close to 2 then the assumption has almost certainly been met. Hence the residuals of this model are independent.

Table 6: Model Summary- Tourism Development and Poverty Reduction

Model	R	R Square	Adjusted R Square	Change Statistics			Durbin-Watson
				R Square Change	F Change	Sig. F Change	
1	.814[a]	.623	.619	.623	278.935	.000	1.985

a. Predictors: (Constant), tourism development

b. Dependent Variable: poverty reduction

CONCLUSION

Overall findings of the study conclude that the female participation in tourism industry were low and age distributions limited to young crowed. Education level of the people were not in satisfactory level. According to the interviews most of the people were not happy with the unnecessary political involvement and favour in to tourism industry. Tourism is people oriented services industry

which more sensitive with human as well as make more informal and formal job opportunities. Increasing number tourist mean people have to supply more product and services the obviously they should have to improve local business. People were not strongly agree with improving foreign language skill but according to group discussion had with resident have identified that resident have communication ability with foreign tourist in day to day life. According the study findings can identified increase communication facility, health centre, shops, water, electricity and other facility due to tourism.

On the basis of research findings, there were many challengers to be address for community based tourism development for poverty reduction in this area. For an instance, resident do not have proper knowledge above the investment and entrepreneurship skill ,unskilled labour ,Lack of education and training, lack of credit, Lack of transparency sharing benefits of tourism, Lack of local incentives to locals, lack of awareness about community based tourism and Inefficiency of local authority, Lack of support from stakeholders. Political instability were main obstacles for this area.as well as technological improvement is necessary for this areas.

There were some strategic activities can also be highlighted through the findings of this study, the majority of people are strongly agreed with following factors. (1) Increasing Awareness related tourism activities, (2) Providing proper Training and education facility, (3) Proper Interaction and coordination between stakeholders, (4) Analysing the potential product and services, (5) Increase efficiency of the local authorities, (6) Introducing new creative market segments (7) the reducing gaps in seasonality and (8) Arranging proper credit and other financial facilities and providing other financial incentives.

Recommendations

Government and other related authorities have main responsibility to development of tourism which are support to poverty Reduction. Government at national level needs to implement poverty reduction strategies which can recognize and support for poor people who have potential to develop their ability. The financial sectors should be aware of this and be connected in tourism-related infrastructure and poverty reduction. Responsive and effective legislation must be something that can really encourage and support pro poor tourism development as well as to do so this requires that national level decision-makers and government officials as well as are very conscious of the essential other things which related between tourism development and poverty reduction. Government should develop kind of incentive program and new procedures to facilitate and support the pro poor tourism. Ministry of tourism should develop tourism products by national planning and implementation; and to ensure the development of tourist attractions also important. Information Technology in Tourism is the age of globalization and there is no doubt the need of Information Technology especially in service industry.

There are also some specific activities to be implemented to pro-poor tourism development.

- Encourage private public partnership and cooperation.

- Need to implement new policy for pro poor tourism project and increase the market
- Develop the tourism network for regional areas.
- Special policy development for tourism investors and need to diversify their investment portfolios.
- Increasing training program for lo skill community and provide chance for the locals to be employed in high cadres with high pay.
- Improvement of micro finance in regional area.
- Enhance awareness and facility to start the small and medium scale industry.
- Changing community perception and tourism education regarding sustainable tourism.
- Promotion of the inter-provincial tourism together to market Sothern Province with community development.
- Develop the target for emerging tourism market like cultural, home stay, health & wellness tourism, creative tourism and so on.

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PERSIAN HOSPITALITY: INTANGIBLE CULTURAL ASSET

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INTRODUCTION

Tourism mostly relies on human relations. It is a means of social and cultural interaction among nationals of different countries and has the potential to bring peoples together in today's socially and politically divided global society. In fact, increasing awareness of the outside world, rising interests in different cultures and histories, and growing appreciation of novel experiences are among the main reasons behind the continued expansion of tourism (Cohen, 1972). International tourism can have a stabilizing effect by reducing tension between countries and leading to peace (Farmaki, 2017; Jafari, 1989). The negative impacts of geopolitical risks on tourism, especially in the context of developing countries, are demonstrated in several studies (Causevic & Lynch, 2013; Tiwari, Das, & Dutta, 2019). The extent and variety of social contacts affect the way tourists and hosts influence each other. These interactions can be enhanced when tourists experience hospitality during their trips.

Historically known as Persia, Iran has been depicted in a highly negative light in the US-dominated media scene since its 1979 Revolution. Yet, Persian hospitality has impressed those who have visited the country since the early days of international tourism (Douglas, 1951; Harris, 1895; Memarian & Brown, 1996)—despite the stereotyped dogmatism and the reality of official rhetoric. Some of the earliest civilizations, kingdoms, and empires appeared on the Iranian Plateau at the dawn of history—including Jiroft and Elam as well as Media, Mannea, and others. Yet, the origins of Iran as a nation, which translates as the land of Aryans, are usually traced back to the founding of the Persian Empire by Cyrus the Great of the Achaemenid Dynasty in 550 BCE. This was arguably the first true world system, as it covered a majority of the old-world civilizations. Its success was owed to a generally tolerant policy of allowing the diverse peoples of the realm to follow their own creeds and use their own languages. The Achaemenid Empire was conquered by Alexander the Great. It was resurrected by the East Iranian Parthian Dynasty, which was subsequently replaced by the Sassanid Persian Empire. The country fell to Moslem forces in the seventh century, but the key aspects of its culture survived. Furthermore, despite many ups and downs, including numerous episodes of invasion and disintegration, Iran was again unified in the sixteenth century under the Safavid Empire. Modern Iran as a nation is partly a product of this event.

The significance of human interaction in travel experience is elevated since there is less human interaction following the rise in smart hotels and sharing economies, as well as the COVID crisis. People are living in a less socialized world in the tech era. As social media makes people less social in real life or even isolated and antisocial (Lukianoff & Haidt, 2018), a greater need is felt for non-

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virtual socialization. Thus, squeezing out human interaction, experiencing hospitality can arguably play an important role in welcoming tourists. This study addresses Persian hospitality as an intangible cultural asset of Iranian inhabitants as well as others in the central Eurasia region who share the Persianate culture—in terms of Persian traditions and arts, as well as language and literature (Hodgson, 1974).

CHANELLING PERSIAN HOSPITALITY

Although the concept of hospitality remains vague, its importance for tourism is not contested. For one thing, it has been increasingly used as a marketing tool both in the tourism and the hotel industries. Even World Economic Forum's Travel and Tourism Competitiveness index—with 14 different pillars in 4 categories—does not address it directly (WEF, 2019). The four categories include "travel and tourism policy and enabling conditions," "infrastructure," "natural and cultural resources," and "enabling environment." One of the pillars of the latter is "Human resources and labor market," which is arguably the only pillar that directly deals with human beings. Inadequate attention to sense of hospitality is also evident in the UNESCO rankings.

Iran has 24 properties inscribed on the World Heritage List, including 22 Cultural Heritage Sites and two Natural Heritage Sites (UNESCO 2020a). While these sites are mostly cultural, the mix is more reflective of efforts made by the Iranian authorities toward their inclusion in the list. Furthermore, the country offers 14 intangible cultural assets (Figure 1) included in UNESCO Intangible Cultural Heritage List (UNESCO 2020b).

Figure 1—Intangible Cultural Heritages of Iran Designated by UNESCO

	Iran's Intangible Cultural Heritages
1	Nowruz (Persian New Year), celebrated by Persians all around the world
2	Flatbread making and sharing culture
3	Art of crafting a playing with Kamancheh, a bowed string musical instrument
4	*Chogān,* a traditional horse-riding game accompanied by music and storytelling
5	Traditional skills of crafting and playing dotār, a traditional long-necked two-stringed lute
6	*Qālišuyān* rituals, to honor the memory of Soltān Ali
7	Naqqāli, Iranian dramatic storytelling
8	Traditional skills of building and sailing Iranian Lenj boats in the Persian Gulf
9	Music of Bakhshis of Khorasan, recounting poems containing historical and legendary themes
10	Pahlevani and Zoorkhanei ritual, performance by men wielding instruments symbolizing ancient weapons
11	Ritual dramatic art of Ta'zīye, recounting religious events, historical and mythical stories and folk tales
12	Traditional skills of carpet weaving in Fars
13	Traditional skills of carpet weaving in Kashan
14	Radif of Iranian music, traditional repertoire of the classical music of Iran that forms the Persian musical culture

Iran's long history has endowed it with rich cultural heritages that have been influenced by a multitude of sources. The country remains culturally diverse in (sub-) ethnic terms. At the same time, its Persianate culture is shared not only by all of its inhabitants, but also by many others in neighboring countries. Items 1, 2, and 3 on the list (Figure 1) are but one indication of this regional Persianate connection.

"Culture matters" (Schwartz, 2009). Persian hospitality is rooted in the country's culture and dates back to the Persian Empire era and the Persians' welcoming attitude (Hude, 1908, p. 135). Persian hospitality is a cultural trait shared by most Iranians in their everyday lives and accepted (sub)consciously as a national value. The country's (sub-) ethnic diversity, has endowed the Iranian society with significant potentials for tolerance. This tolerance is particularly reflected in the Persian literature, enriched by world-class poetry and prose. Selwyn (2000) interprets hospitality as a symbolic interaction and the making of friends out of strangers. Such mentality is also evident in the Persian literature and poetry for centuries—the renowned poets Omar Khayyam, Rumi, and Sa'adi. Iran's cultural heritages are reflected in the Persian language and literature, Iranian etiquette, and even some policies the current Iranian government has adopted.

Arguably, Persian hospitality is based on morale, not religious obligation. Indeed, it has been an instigator of building tourist-host relations in Iran and religion has been an inhibitor. Islamic religiosity—specifically compulsory hijab for women—is one of the main concerns of many potential tourists, which is also reiterated by the media. Interestingly, Tavakoli and Mura (2015) provide an in-depth understanding of gender-based stereotypes concerning women's limitations in Iran and the fact that the stereotypes are rejected in social media. This interpretation is consistent with Geertz's definition of culture. For Geertz (1973), culture is an integrated system of meanings by means of which the nature of reality is established and maintained

Persian hospitality has withstood the challenges of the current economic sanctions, since Iranian feel obligated to welcome their guests. Despite significant joblessness and dim economic prospects as well as social restrictions, almost many of educated millennials in Tehran and other large cities would express their deep love for their country and association with the Iranian culture. As evidence, comments posted on various social media platforms by international tourists who have traveled to Iran often mention the general ambience in which the Iranian community is willing to give without a specific expectation. This unique behavior is called *ta'arof* in Persian language (Assadi, 1980; Beeman, 1976). It is likely to be known to those with Iranian friends or acquaintances, with some knowledge of Iranian traditions, or with curiosity to learn about life in Iran (Simpson-Hebert, 1987). Being quite unique, Guardian labels this Persian word as one of the ten best words in the world that don't translate into English—"… an etiquette that is seen almost in all aspects of Iranian life, from hosts insisting on guests taking more food from the table, to the exchange in bazaar…" (Dehghan, 2018).

CONLUSION

Having Persian hospitality enlisted on UNESCO Intangible Cultural Heritage List is suggested based on the above discussions. Meanwhile, if it is reflected in international forums or tourism academic research, it could undoubtedly lend itself to a tourism development strategy for the country and promote a more peaceful world. Buzz-marketing can also be an important area of focus concerning tourism development in Iran, given the country's internal and external circumstances.

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THE INFLUENCE OF DECENTRALISATION POLICY IN THE NEXUS OF POWER IN THE RURAL TOURISM DESTINATION IN INDONESIA

Masrura Ram IDJAL*

INTRODUCTION

The tourism industry has been perceived as initiates, which led to economic advantages all over the world (Andereck et al., 2005). The establishment of the tourism industry activities has provided employment, enterprises, and investment opportunities for local communities broadly and enhancing the local economic growth (Nunkoo and Smith, 2013). The tourism activities also promote local social, cultural and local resources through the exchanging of visitor and local communities' activities, particularly in cultural and historical performance, which benefit the communities (Liu, Sheldon, and Var, 1987) and empowering the host communities (Hamilton and Alexander, 2013).

Tourism is a strategic industry, and in Indonesia, tourism grew by 7.8%, contributed 6.0 % to Indonesia's GDP, and employing approximately 10.3% of Indonesia's employment in 2018 (Wttc, 2019). The number of foreign tourist arrivals reached 15,8 million, and tourism has the top source for foreign exchange in Indonesia. Therefore, the Indonesia government has focused on developing many new tourism destinations in the local regions to support the target of enhancing the international tourist arrival as, since 1999, this country has decentralised its government system and offer greater authority to its local regions.

LITERATURE REVIEW

Decentralisation is defined as the transfer of authority and power, responsibility, and resources from the central government to lower government levels. Decentralisation is viewed by international organisations and authors as a means to reform or restructure local government systems to foster development, enhancing economic growth and supporting the establishment of democratic systems (Rondinelli, 1981; Conyers, 1983; Estache & Sinha, 1995). The arguments for decentralisation are that it improves the local government's service delivery, enhances public service to the citizen, and is better able to meet local development needs (Smoke, 2015). By transferring authority from centralised to lower tiers of government, it is argued that citizens will feel better represented and governments better equipped to recognise and respond to their citizens' needs (Faguet & Poschl, 2015). This condition is particularly relevant in large countries where central governments are geographically remote from their people.

The transfer of authority or sharing of power with local governments brings decision-makers closer to those affected by their decisions (Azfar, Kahkonen, Lanyi, Meagher, and Rutherford, 1999). In the decentralisation system, each provincial or local government is controlled by a democratically elected regional

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head. Thus, the provincial and local governments have elevated authority and power to drive their local development, including in tourism policy development (Saufi, O'Briend & Wilkins, 2014). This system enhances transparency and accountability as well as improving the efficiency with which critical tasks can be implemented. Accountability, transparency, and efficiency are widely considered to be core tenets of good governance. Proponents claim that these characteristics are likely outcomes of decentralisation, despite conflicting evidence observed in many developing countries (Aye, 2003). A range of studies suggests that good governance is a pre-requisite for effective decentralisation. The pursuit of one without the other is unlikely to deliver positive development outcomes (Litvack, Ahmad & Bird, 1998; Oyugi, 2000; Grindle, 2007).

There are numerous pieces of literature in tourism suggest the importance of decentralisation as the critical element to ensure the effective tourism development particularly in the developing countries, (Dieke, 2000; Tosun & Dallen, 2001; Tosun, 2006; Barrosa & Dieke, 2008; Furqan & Mat Som, 2010; Kimbu & Ngasoang, 2013). A growing body of literature has discussed the role of tourism in the local economic development, including the role of local government to support tourism development. The notion of decentralisation in tourism is to implement the different role of decentralisation concepts and expanded public participatory to meet local people needs and preferences (Oates, 1972; Courant et al., 1979; Rondinelli, 1981).

Scholars have recommended decentralisation as one important variable supporting community participation as well as a means to deliver effective and efficient community participation in tourism development through delegating the central authority and responsibility to a lower level of government system (Bramwell, 2004; Tosun, 2006; Furqan and Mat Som, 2010; Junaid,2015; Ndivo and Okech, 2019). Local participation is a critical aspect of the implementation of decentralisation (Ribot, 1999; Agrawal & Ribot, 2000: Blair, 2000). Local participation also has a significant role in strengthening the process of democratisation in tourism destinations due to a gap between local communities and local governments in the planning and decision making-process (Tosun and Timothy, 2003; Jones, 2007). The local community has to contribute to the tourism decision with the effect of their livelihood and ensure the benefits to the community (Tosun, 2000; Zhao and Ritchie, 2007). The active involvement and participation of the local community highly determine the effects of tourism advantages distribution as well as defines tourism problem planning, identification, implementation, evaluation, and monitoring (Simmons, 1994; Songorwa, 1999; Wang and Wall,2005; Zhao and Ritchie, 2007). However, theoretical development regarding the normative foundations and scope of decentralisation in tourism has yet to be thoroughly examined in the complex context of tourism development, tourism planning and policy, and concerning the situated in the developing countries.

In particular, there are gaps in knowledge about; the role and function each level of government plays in tourism development and delivery, the level of authority provided to the community, the resources available to deliver tourism policies, the legitimacy of those who make decisions within communities and the efficiency, responsiveness, and flexibility of decentralised tourism policy mechanisms (Henderson, 2003). There are also widely differing views about

what constitutes effective community participation and how communities within decentralised systems interact with the local and regional governments (Tosun, 1999; Tosun, 2000).

While many authors (Keogh, 1990; Simmons, 1994; Tosun, 1999, 2000, 2006; Goodwin, 2002; Timothy and Tosun, 2003; Cole, 2006) have focused extensively on the dynamics within communities, for the most part, they have not explored the connection and interaction between the local community and local government within a decentralized system. Few researchers have addressed the significance of the decentralisation process itself, nor examined how the hand-over of decision-making power occurs and how this impacts on the outcome of the policy (Yuksel and Yuksel, 2000, 2005; Yuksel, Bramwel, and Yuksel, 2005; Furqan and Mat Som, 2010; Ndivo and Okech 2019).

This study focuses on tourism-related decentralisation in Indonesia particularly the influence of the decentralisation policy to the nexus of power in tourism in rural tourism destination. This study will examine the influence of the policy to the nexus of power in tourism in rural communities. This study will inform what is the pre-requisite to support rural communities in the tourism destination in maximing the benefits from the decentralation and what is the advantages or disadvantages from the decentralisation policy for rural communities in decentralised government system, particularly in the developing countries

METHOD

The study is developed as qualitative, multiple case studies, based on an exploratory research design. The case study provides a particularly useful approach when seeking to study poorly understood and complex phenomena. As such, case studies have been widely used to identify specific themes, issues, or problems in the tourism and leisure context. The exploratory research design involves the researcher finding out "what is happening; to seek new insights; to ask questions, and to assess phenomenon in a new light." This research adopted three qualitative methods for generating data; participant observation in the two communities, 27 semi-structured interviews from the two different local communities and local government, and document analysis of the decentralisation policy (the Village Law 2014) and another supporting document. The researcher used thematic analysis (Braun and Clarke, 2006) to analyse, interpret, code, and report themes that emerge from the data. This method has helped to illustrate the data in great detail, and it identified varied themes through interpretations. The data has been analysed and patterns identified by a rigorous process of data familiarisation, data coding, theme development, and revision.

RESULTS

Preliminary analysis has identified the significance of power relationships within the decentralisation process and its impact on the concepts of authority in the village government system, which in turn influences tourism development in rural destinations. It is clear from the thematic analysis thus far that the role of provincial and local government is a critical issue that requires careful consideration when decentralisation occurs. Data that is emerging from the analysis also provide evidence of the changing of the power structure, including

in the local community. Decentralisation enhances the democratisation by enhancing the villagers' participation in the development planning and decision-making process in their village. From the interviews, data analysis shows that the decentralisation process benefits the villages, particularly if the villagers and local apparatus have the capacity to carry the decentralisation task. This finding is beginning to provide critical new insights into decentralisation which will support new knowledge creation for the tourism development planning and decision-making process.

CONCLUSION

Decentralisation as critical to securing and strengthening rural tourism development, particularly in the developing world. Decentralisation also has been recommended by scholars as a means to deliver effective and efficient community participation in tourism development by delegating the central authority and responsibility to a lower level of the government system. This study shows the critical role of provincial and local governments to support rural tourism development and the participation of the villagers in the development activities particularly in the planning and decision-making process. It is also evidence that the capacity of the villagers and local apparatus to carry decentralisation task also determine the advantages of the decentralisation policy to their village.

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TOURISM-OIL PRICE NEXUS: COINTEGRATION ANALYSIS

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Abstract

One of the short comings in the tourism literature is that research on the oil price-tourism receipts nexus is limited. However, the available studies, to the best of our knowledge, provide limited evidence on the negative effect of oil prices on tourism receipts. Nevertheless, the related literature did not consider the structural breaks in the analysis, which proven to be important in the empirical work. As such, in this paper, we study the oil price-tourism receipts nexus for selected MENA countries in the presence of structural breaks. This is done by adopting the autoregressive distributed lags (ARDL) bounds test and incorporating the structural breaks. The findings show that the bounds test provide evidence of a long-run relationship between tourism receipts and oil prices after integrating structural breaks into the ARDL model for most countries.

Keywords: tourism receipts, Oil price, cointegration, ARDL, structural breaks

INTRODUCTION

Tourism noticeably depends on oil prices, given that oil prices are direct driver of tourism supply and demand. Theoretically, oil prices would affect tourism activities through direct and/or indirect channels. According to Meo *et al.* (2018), when oil prices increase this affect travelers' wages through higher inflation rates, which will in turn affect travelers' choice among options of visited countries and trips' budgets. Furthermore, higher oil prices would increase fees paid for tourism activities in visited countries. This will have a negative effect on travelers' budget, and hence, their choices of destinations and tourist activities. Besides, oil price increases are known to affect airlines directly, increasing the cost of travel, especially for long travel distances (for more details see: Naccache; 2010, Dogrul and Soytas; 2010, Katircioglu *et al.*; 2015, and Meo *et al.*; 2018, among others). As such, it is evident that without understanding how oil prices affect tourism travel patterns, it would become hard for managers and policymakers to achieve the projected plans of tourism, given that higher oil prices are unavoidable. Hence, this paper tends to shed light on the effect of oil prices on tourism for 10 major countries of the Middle East and North Africa (MENA, henceforth) region (due to data availability constraint). This is done due to the fact that the economies of these countries depend heavily on tourism revenues, especially most of the selected countries are oil importers. Remarkably, previous work has focused on developed countries, whereas little attention has been offered to the developing countries. Therefore, the major objective of this paper is to contribute to the literature in this area by examining the long-run relationship (cointegration) between tourism receipts and oil

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prices for the selected MENA countries. Moreover, in this paper we pay attention to the structural breaks (an unexpected shift in a time series that can lead to huge forecasting errors and unreliability of the model in general) in testing the long-run relationship. Gregory *et al.* (1994) show that conventional cointegration tests are biased towards accepting the null of no-cointegration in the presence of structural breaks.

In this paper we employ the Autoregressive Distributed Lag (ARDL) bounds approach (which was initially introduced by Pesaran and Shin (1999) and further extended by Pesaran *et al.* (2001)), to examine the long-run nexus between oil prices and tourism receipts. On the whole, this paper contributes to the literature by diverging from the existing studies in three major ways. First, in this paper we pay attention to the possibility of the presence of structural breaks in the sample data, especially that the time period (1995-2014) went through numerous remarkable events that could have caused the long-run relationship to change. Previous studies in the tourism literature ignored such breaks, and this might be the reason for not finding long-run effect among the involved variables. Second, this paper looks at the MENA countries as compared to the vast majority of the tourism literature that have focused on the developed economies. Third, till this moment, few studies have looked at the oil price-tourism receipts nexus, where such association needs more attention. Hence, in this paper we aim to fill this gap in the literature, by examining the oil price-tourism receipts nexus.

The association amongst tourism demand and the economic fundamentals, such as oil price fluctuations, is vital for practitioners and government policymakers. oil is believed to be among the main drivers of the economic activities in both the developed and developing countries. the United Nations World Tourism Organization (UNWTO) warned against the negative effects of oil prices on tourism. UNWTO (2010) reports that high oil prices influenced many segments of the tourism industry (e.g. airlines, tourist arrivals, recreation visits, etc.). Interestingly, the tourism literature is rare in terms of analyzing the effects of oil price shocks on tourism. Recently, tourism researchers begun to pay attention to the oil price-tourism nexus. Most of this research documented a negative effect of oil prices on tourism (Yeoman *et al.*, 2006 and 2007; Becken, 2008; Becken *et al.*, 2009; Becken and Lennox, 2012; Becken, 2011; Small and Sweetman, 2009; Becken and Schiff, 2010). However, given that these studies focused on the developed economies, it is of empirical interest to see the impacts of oil price changes on tourism for the MENA countries.

The rest of the paper is organized as follows. Next Section describes the model employed and the data used. Whereas, Section 3 reports the empirical findings, and Section 4 provides a summary and conclusion.

METHODOLOGY

This paper examines the impacts of oil price shocks on tourism receipts for 10 selected MENA countries (Algeria, Egypt, Iran, Israel, Jordan, Lebanon, Morocco, Oman, Tunisia, and Turkey). For this reason, we use annual sample data from 1995 to 2014. The sample includes nominal Brent oil price (quoted in US

dollars), US consumer price index (CPI; base = 2010), nominal international tourism receipts (quoted in US dollars), and international tourism arrivals. The tourism data is extracted from the World Bank website, whereas the oil price data as well as the CPI are extracted from the International Financial Statistics (IMF). The selection of the countries and time span was mainly due to data availability. The real values of the series were found by deflating the nominal US dollar values using the US consumer price index. All variables are measured in logarithms.

Since the extracted sample data contains small number of observations (annual data from 1995 to 2014), we transform the annual time series data into quarterly frequencies by employing the quadratic match-sum method. This is done to better evaluate and examine the long-run relationship between tourism receipts and oil prices, given that the short time span of the original time series won't help in testing the possible shift in the cointegration vector. Moreover, the quadratic match-sum method is not sensitive to outliers and breaks in the series, which goes in line with our analysis. Such approach has been adopted by many researchers in their empirical work in studying different long-run relations. For example: Romero (2005), Cheng *et al.* (2012), Hamdi *et al.* (2014), Shahbaz *et al.* (2017), Shahbaz *et al.* (2018), and Kisswani *et al.* (2019), among others.

Now, to examine the impacts of oil price shocks on tourism receipts in this paper, we postulate the long-run nexus between the variables as:

$$R_t = \alpha_0 + \alpha_1 P_t + \alpha_2 N_t + \varepsilon_t \quad (1)$$

where R_t is real tourism receipts, P_t is real oil price, N_t is tourism arrivals, and ε_t is the error term. It is clear that the data used in this paper is time series. Any time series variable can be stationary or nonstationary. A stationary variable is the one which has constant mean, variance and covariance over time. As such, any violation of these conditions donates a nonstationary variable. With nonstationary variables, running OLS is useless as the estimated regression is spurious. This issue introduced the cointegration analysis. Statistically, cointegration analysis is a proper method to explore the long-run relationship, and is useful in examining the validity of fundamental theories and parameters. As such, in this paper, we will analyze Eq. (1) using the cointegration analysis to empirically investigate the long run relationship between oil prices and tourism receipts.

Although there are different kinds of cointegration methods, this paper employs the Autoregressive Distributed Lag (ARDL) bounds approach, as it became lately the most popular method. The ARDL modeling approach was initially introduced by Pesaran and Shin (1999) and further extended by Pesaran *et al.* (2001). It is based on the estimation of a dynamic unrestricted error correction model (UECM) which holds many advantages over the other conventional cointegration techniques. First, the ARDL is an efficient estimator even if samples are small and some of the regressors are endogenous. Second, it provides simultaneously the short and long-run estimates of the model, which solves the autocorrelation and omitted variables concerns about the model. Third, it allows different optimal

lags for involved variables, whether the dependents or independents, plus, the ARDL employs a single reduced form equation leading to a less loss in degrees of freedom. Fourth, ARDL cointegration technique is superior when dealing with variables that are integrated of different order, I(0), I(1) or combination of the both (variables should not be of order of I(2) because the test statistics are not valid). Finally, the standard F-statistics used in the bounds test (provided by Pesaran *et al.* (2001)) has a nonstandard distribution under the null hypothesis of no-cointegration relationship between the inspected variables.

Against this background, the ARDL representation of Eq. (1) for testing the long run relation between oil prices and tourism receipts, in a dynamic unrestricted error correction model, is written as:

$$\Delta R_t = \alpha + \beta_0 R_{t-1} + \beta_1 P_{t-1} + \beta_2 N_{t-1} + \sum_{i=1}^{m} \delta_{1i} \Delta R_{t-i} + \sum_{i=0}^{n} \Delta P_{t-1} + \sum_{i=1}^{q} \delta_{1i} \Delta N_{t-i} + u_t \quad (2)$$

where Δ is the difference operator, m, n, and q are the lags length, and u_t is serially uncorrelated error term. Pesaran and Shin (1999) note that the ARDL model does not require symmetry of lag lengths where each variable can have a different number of lag terms, unlike other types of cointegration tests.

The ARDL bounds test starts by estimating Eq. (2) using Ordinary Least Squares (OLS). Then, to test for existence of a long-run relationship among the variables, we conduct an F-test for the joint significance of the coefficients of the lagged level variables (R_{t-1}, P_{t-1}, N_{t-1}). The F-test examines the null hypothesis of no cointegration of tourism receipts and determinant variables, no long-run relationship; H_0: $\beta_0 = \beta_1 = \beta_2 = 0$, against the alternative hypothesis that there is cointegration among the variables; H_1: $\beta_0 \neq \beta_1 \neq \beta_2 \neq 0$. Pesaran *et al.* (2001) produced two sets of critical value bounds for the F-statistic (upper bound; I(1), and lower bound; I(0)) to construct the conclusion of whether there is evidence of cointegration or no. If the computed F-statistic of the model is bigger than the upper bound critical value; then there is support to reject the null hypothesis, implying that there is evidence of long-run cointegration relationship among the variables of the model. But if the computed F-statistic falls below the lower bound critical value, then there is no support to reject the null hypothesis of no-cointegration, meaning that we fail to find a long-run cointegration relationship among the variables of the model. Finally, the test is inconclusive if the computed F-statistic value falls within the bounds. However, due to the small sample size used in this paper, we will use the critical values for the bounds F-test (upper bound and lower bound) of Narayan (2005). Narayan shows that the critical values produced by Pesaran *et al.* (2001) are based on large sample sizes (sample sizes of 500 and 1000 observations and 20,000 and 40,000 replications respectively), and thus these critical values cannot be used for small sample sizes, which is the case in this paper. Lastly, from Eq. (1) and (2), the long-run coefficients ($\alpha_1 = -\frac{\beta_1}{\beta_0}$ and $\alpha_2 = -\frac{\beta_2}{\beta_0}$) will capture the long-run effect of oil prices and tourism arrivals, respectively, on tourism receipts, whereas, $\sum_{i=1}^{m} \delta_{1i}$ captures the short-run effect of oil prices on tourism receipts.

FINDINGS

Unit root test

Although the ARDL model can be employed despite if the involved variables are integrated of order one, I(1), zero, I(0), or a combination of both, however, the test statistics are not valid if any of the variables is integrated of order two, I(2). For this reason, we start by examining if any variable is integrated as I(2). This is done by adopting the conventional ADF unit root test, where the results are reported in Table (1). The findings confirm that none of the variables is integrated of order two, I(2). This means we can proceed to implement the ARDL test to examine the long-run nexus between oil price shocks and tourism receipts.

Table 1: ADF Unit Root Test of 1st Difference

	R	*P*	*N*
Algeria	-4.278***	-4.278***	-5.003***
	(11)	(11)	(3)
Egypt	-5.076***	-4.278***	-4.162***
	(7)	(11)	(11)
Iran	-6.140***	-4.278***	-5.018***
	(11)	(11)	(11)
Israel	-4.764***	-4.278***	-3.820***
	(7)	(11)	(11)
Jordan	-3.614***	-4.278***	-3.646***
	(11)	(11)	(11)
Lebanon	-3.748***	-4.278***	-3.883***
	(11)	(11)	(11)
Morocco	-6.234***	-4.278***	-6.050***
	(7)	(11)	(7)
Oman	-7.905***	-4.278***	-6.013***
	(7)	(11)	(7)
Tunisia	-4.963***	-4.278***	-4.981***
	(7)	(11)	(11)
Turkey	-5.325***	-4.278***	-5.135***
	(11)	(11)	(11)

Notes: *R is* real tourism receipts, *P* is real oil price, *N* is tourism arrivals. The null hypothesis: series has a unit root. The test includes a constant without trend. The numbers in parentheses are the numbers of lags chosen by Akaike Information Criteria (AIC). A maximum of 11 lags are used. The critical value is: -3.533 at the 1% significance level. *** denotes rejection of the null hypothesis at the 1% significance level.

ARDL bounds test (cointegration)

As none of the variables is I(2), then, we proceed with the ARDL bounds test, to examine the long-run relationship between the variables by testing the significance of the lagged levels, as explained previously. We estimate Eq. (2) and check the F-statistic for each country. The findings are reported in Table (2).

The results do not show evidence of cointegration for all countries, except for Israel, where the computed F-statistic is whether noticeably below the lower bound critical value of 2.713 at the 10% significance level of by Narayan (2005), or it falls between the two F-critical values (lower bound and upper bound),

indicating inconclusive decision. As for Israel, the F-statistics is significant at the 5% level; greater than the upper bound critical value at the 5%, supporting a long-run relationship between tourism receipts and oil prices in case of Israel.

Table 2: ARDL bounds cointegration test without structural breaks

Country	F-statistic	Conclusion	Selected Model
Algeria	1.725	No Cointegration	ARDL(2,0,0)
Egypt	1.636	No Cointegration	ARDL(2,0,2)
Iran	2.067	No Cointegration	ARDL(2,2,2)
Israel	4.415**	Cointegration	ARDL(3,2,4)
Jordan	3.302	Inconclusive	ARDL(2,2,2)
Lebanon	2.506	No Cointegration	ARDL(3,0,0)
Morocco	1.467	No Cointegration	ARDL(2,0,2)
Oman	3.025	Inconclusive	ARDL(2,2,0)
Tunisia	1.543	No Cointegration	ARDL(2,2,2)
Turkey	2.301	No Cointegration	ARDL(3,0,2)

Narayan (2005) Critical values (k = 2)		
Significance	I(0) Bound	I(1) Bound
10%	2.713	3.453
5%	3.235	4.053
1%	4.358	5.393

Notes: Null Hypothesis: No long-run relationship exist (no cointegration). The selection of the model (lags) is based on AIC. The bounds test critical values are from Narayan (2005) Critical values: Case II- restricted intercept and no trend. ** denotes significance at the 5% level.

ARDL bounds test (cointegration) with structural breaks

The findings of examining the long-run relationship between the tourism receipts and oil prices using the ARDL did not provide support for the cointegration test between the variables, which indicates no long-run equilibrium relationship. However, theoretically one would expect oil prices to affect tourism activities, and therefore, tourism receipts. As such, it is possible that the lack of support for the long-run could be due to the presence of structural breaks (changes) in the cointegrating vector between the variables in these countries.

According to Gregory *et al.* (1996), not finding support for long-run relationship (cointegration) might be due to ignoring the structural breaks in the cointegration test, when there is evidence for the presence of such breaks, because ignoring the breaks could lead to unstable long-run (cointegrating) relation, and this might cause deceptive results. That means, when there are structural breaks in the sample data then this may result in accepting the null hypothesis of no equilibrium relationship (no cointegration) when in fact there is. Hence, the paper tests if the sample data encounters structural breaks, especially that the time period (1995-2014) went through numerous remarkable events that could have caused shifts in the involved variables. Examples for such astonishing events are: the Asian financial crisis in 1997, the oil price crisis of 1998 where the prices fell to concerning levels to oil exporters, the September 11 attacks in 2001, the official use of the Euro as a common currency between 17 European nations in 2002, the war on Iraq in 2003, the devastating Tsunami in

East Asia in 2004, the US subprime mortgage crisis in the years 2007 and 2008, the Arab Spring and falling of some regimes in the period 2011-2013, besides, many terrorists attacks around the World. Accordingly, it is considerably viable that these incidents could have triggered a shift in the long-run relationship between the variables, and, as such, it could be why we didn't find support for cointegration.

For this reason, and following Kisswani (2017) among others, we pay attention to the possibility of the presence of structural breaks in the sample data. This is done by employing Bai and Perron (1998) test for multiple structural breaks. Bai and Perron developed a methodology to test the presence of multiple structural breaks in the time series, and they show how to examine the statistical significance of these breaks. The test shows global optimization procedures for identifying *m-multiple* breaks which minimize the sums-of-squared residuals of the regression model. In this test, we allow for a maximum number of 5 breaks, employ a trimming percentage of 15%, and use the 5% significance level for the sequential testing.* If evidence of structural breaks is found, then we create dummy variables for the breaks and apply the ARDL test by including these breaks in the model. The dummy variable will be assigned for each break date found, and it assumes a value of 0 before the break date and a value of 1 for the break date and afterward. According to Pesaran *et al.* (2001), including the dummy variables (one-zero) in the model will not affect the inferences drawn about the cointegration among variables (Kisswani; 2017).

The findings of testing the multiple structural breaks, by applying the Bai and Perron test, are summarized in Table (3). The findings clearly show that the 10 countries experienced different number of breaks, and at different time periods. For Algeria, 5 significant breaks were found and are around: 1998: Q_1, 2001: Q_1, 2005: Q_1, 2008: Q_1, 2012: Q_1. For Egypt, 4 significant breaks were found and are around: 2000: Q_1, 2004: Q_1, 2008: Q_1, 2012: Q_1. For Iran, 4 significant breaks were found and are around: 1999: Q_1, 2004: Q_1, 2007: Q_1, 2010: Q_1. For Israel, 4 significant breaks were found and are around: 1999: Q_1, 2002: Q_2, 2006: Q_3, 2010: Q_1. For Jordan, 4 significant breaks were found and are around: 1998: Q_3, 2001: Q_3, 2006: Q_1, 2012: Q_1. For Lebanon, 2 significant breaks were found and are around: 1999: Q_1, 2002: Q_1. For Morocco, 5 significant breaks were found and are around: 1998: Q_1, 2001: Q_1, 2004: Q_1, 2007: Q_2, 2012: Q_1. For Oman, 5 significant breaks were found and are around: 1998: Q_1, 2001: Q_1, 2004: Q_1, 2007: Q_1, 2010: Q_1. For Tunisia, 5 significant breaks were found and are around: 1998: Q_1, 2002: Q_1, 2006: Q_1, 2009: Q_1, 2012: Q_1. Finally, for Turkey, 4 significant breaks were found and are around: 1998: Q_1, 2001: Q_1, 2007: Q_1, 2010: Q_1.

* For more details, see Bai and Perron (1998)

Table 3: Bai and Perron (1998) Structural Breaks Test

Country	Break Test	Scaled F-statistic	Critical Value [a]	Break Date
Algeria				
	0 vs. 1 *	578.30	13.98	1998: Q1, 2001: Q1, 2005: Q1,
	1 vs. 2 *	56.23	15.72	2008: Q1
	2 vs. 3 *	104.55	16.83	2012: Q1
	3 vs. 4 *	52.763	17.61	
	4 vs. 5 *	74.739	18.14	
Egypt				
	0 vs. 1 *	409.777	13.98	2000: Q1, 2004: Q1, 2008: Q1,
	1 vs. 2 *	138.526	15.72	2012: Q1
	2 vs. 3 *	134.780	16.83	
	3 vs. 4 *	96.204	17.61	
	4 vs. 5	0.00	18.14	
Iran				
	0 vs. 1 *	151.270	13.98	1999: Q1, 2004: Q1, 2007: Q1,
	1 vs. 2 *	153.810	15.72	2010: Q1
	2 vs. 3 *	92.327	16.83	
	3 vs. 4 *	39.497	17.61	
	4 vs. 5	0.00	18.14	
Israel				
	0 vs. 1 *	69.841	13.98	1999: Q1, 2002: Q2, 2006: Q3,
	1 vs. 2 *	853.861	15.72	2010: Q1
	2 vs. 3 *	194.360	16.83	
	3 vs. 4 *	79.367	17.61	
	4 vs. 5	0.00	18.14	
Jordan				
	0 vs. 1 *	569.693	13.98	1998: Q3, 2001: Q3, 2006: Q1,
	1 vs. 2 *	146.295	15.72	2012: Q1
	2 vs. 3 *	575.171	16.83	
	3 vs. 4 *	108.911	17.61	
	4 vs. 5	0.00	18.14	
Lebanon				
	0 vs. 1 *	628.110	13.98	1999: Q1, 2002: Q1,
	1 vs. 2 *	71.695	15.72	
	2 vs. 3	1.967	16.83	
Morocco				
	0 vs. 1 *	444.752	13.98	1998: Q1, 2001: Q1, 2004: Q1,
	1 vs. 2 *	328.178	15.72	2007: Q2
	2 vs. 3 *	59.883	16.83	2012: Q1
	3 vs. 4 *	95.393	17.61	
	4 vs. 5 *	43.568	18.14	
Oman				

	0 vs. 1 *	103.291	13.98	1998: Q1, 2001: Q1, 2004: Q1, 2007: Q1 2010: Q1
	1 vs. 2 *	112.497	15.72	
	2 vs. 3 *	89.463	16.83	
	3 vs. 4 *	80.910	17.61	
	4 vs. 5 *	19.950	18.14	
Tunisia				
	0 vs. 1 *	89.301	13.98	1998: Q1, 2002: Q1, 2006: Q1, 2009: Q1 2012: Q1
	1 vs. 2 *	906.760	15.72	
	2 vs. 3 *	77.00	16.83	
	3 vs. 4 *	65.497	17.61	
	4 vs. 5 *	50.719	18.14	
Turkey				
	0 vs. 1 *	417.247	13.98	1998: Q1, 2001: Q1, 2007: Q1, 2010: Q1
	1 vs. 2 *	52.787	15.72	
	2 vs. 3 *	40.209	16.83	
	3 vs. 4 *	31.006	17.61	
	4 vs. 5	8.170	18.14	

Notes: [a] Bai-Perron (Econometrics Journal, 2003) critical values.* denotes significance at the 5% level.

Now, given that the outcomes of Table (3) give support for the structural breaks, we re-examine the long-run relationship between tourism receipts and oil prices via re-estimating Eq. (2) by including the structural breaks as part of the ARDL model (dummy variables: 0, 1), in the same way as it was explained previously. Table (4) reports the ARDL bounds cointegration test for each country; with the structural breaks, to re-investigate the cointegration relationship among the variables.

Table 4: ARDL bounds cointegration test with structural breaks

Country	F-statistic	Conclusion	Selected Model
Algeria	10.409***	Cointegration	ARDL(3,0,0)
Egypt	3.562*	Cointegration	ARDL(2,0,2)
Iran	3.155	Inconclusive	ARDL(2,2,2)
Israel	5.178**	Cointegration	ARDL(2,2,2)
Jordan	3.756*	Cointegration	ARDL(2,2,2)
Lebanon	25.181***	Cointegration	ARDL(3,0,0)
Morocco	1.643	No Cointegration	ARDL(2,0,2)
Oman	6.780***	Cointegration	ARDL(3,3,0)
Tunisia	3.125	Inconclusive	ARDL(2,2,2)
Turkey	16.694***	Cointegration	ARDL(4,0,3)

Narayan (2005) Critical values (k = 2)		
Significance	I(0) Bound	I(1) Bound
10%	2.713	3.453
5%	3.235	4.053
1%	4.358	5.393

Notes: Null Hypothesis: No long-run relationship exist (no cointegration). The selection of the model (lags) is based on AIC. The bounds test critical values are from Narayan (2005) Critical values: Case II- restricted intercept and no trend. ***, **, * denote significance at the 1%, 5%, and 10% levels, respectively.

Table (4) shows noticeably that incorporating the structural breaks have enhanced the cointegration findings when compared to the bounds test in the absence of the breaks. The findings from Table (4) support a long-run relationship among the variables with tourism receipts being the dependent variable, for more countries, where the null hypothesis of no cointegration can be rejected. The findings confirm cointegration relationship in case of Algeria (at the 1% level), Egypt (at the 10% level), Israel (at the 5%), Jordan (at the 10%), Lebanon (at the 1%), Oman (at the 1%), and Turkey (at the 1%). However, the findings did not support the cointegration relationship for Morocco only, likewise, the cointegration is inconclusive in case of Iran and Tunisia. The bounds test provide evidence of a long-run relationship between tourism receipts and oil prices after integrating structural breaks into the ARDL model for most countries. The outcomes of Table (4) reveal the importance of allowing for breaks when investigating the long-run relationship between tourism receipts and oil prices, taking into consideration the remarkable episodes over the sample span. To sum up, not including the structural breaks in the model could be the major reason for not finding evidence for cointegration previously, and this shows the importance of considering the breaks in the analysis as it could change or shift the long-run relationship among the variables when ignored.

Long-run & short-run effects of oil prices

After finding support for the cointegration relationship between tourism receipts and oil prices (besides tourism arrivals), we proceed to estimate and test the significance of the long- and short-run effects of oil prices, for the cases where cointegration is found.

Starting with the long-run effects, the findings, summarized in Table (5), suggest a significant effect of oil prices on tourism receipts for 4 countries only, namely: Algeria, Lebanon, Oman, and Turkey. However, this long-run effect is significantly positive for Algeria and Oman, but significantly negative for Lebanon and Turkey. In Algeria's case, a 1% increase in oil prices leads to a 0.56% increase in tourism receipts, which is significant at the 1% level. But in Oman's case, a 1% increase in oil prices leads to a 0.61% increase in tourism receipts, and it is significant at the 1% level. On the other hand, for Lebanon, a 1% increase in oil prices leads to a 0.15% decrease in tourism receipts, which is significant at the 5% level. Likewise, for Turkey, a 1% increase in oil prices leads to a 0.06% decrease in tourism receipts, and significant at the 1% level. Moreover, since the variables are measured in logarithms this implies that the long-run price effect represents the price elasticity effect on tourism receipts. As such, the price elasticities of tourism receipts are inelastic, where all are less than one (in absolute value).

In addition, Table (5) reports the error correction coefficient (ECM_{t-1}) that is derived from the estimated equilibrium relationship of Eq. (2). ECM_{t-1} measures

the adjustment speed toward the long-run equilibrium that is how quickly or slowly variables go back to equilibrium after a short-run shock, and measures the speed of adjustment to reinstate equilibrium in the dynamic model. The estimated ECM_{t-1} needs to be significant and less than one in absolute value to confirm the long-run cointegration found. As shown from Table (5), the estimated ECM_{t-1} coefficients support the long-run relationship for all countries as required. Furthermore, it shows there is moderate adjustments to equilibrium in case of Algeria, Lebanon, and Turkey, but slow adjustments in case of Egypt, Israel, Jordan, and Oman.

Table 5: ARDL Long-Run Coefficients (Dependent variable is R) - With structural breaks

Country	P	N	ECM_{t-1}
Algeria	0.566***	-0.575	-0.412***
	(0.006)	(0.130)	(0.00)
Egypt	0.161	0.897***	-0.155***
	(0.205)	(0.00)	(0.00)
Israel	-0.015	0.558***	-0.166***
	(0.867)	(0.00)	(0.00)
Jordan	0.296	0.154	-0.079***
	(0.241)	(0.798)	(0.00)
Lebanon	-0.145**	0.449***	-0.435***
	(0.024)	(0.00)	(0.00)
Oman	0.606***	0.444**	-0.202***
	(0.00)	(0.025)	(0.00)
Turkey	-0.059***	1.058***	-0.501***
	(0.007)	(0.00)	(0.00)

Notes: R is real tourism receipts, P is real oil price, and N is tourism arrivals. All variables in logarithmic format. ECM_{t-1} is the error-correction coefficient. Numbers in parentheses represent p-value. *** and ** denote significance at 1% and 5% levels, respectively.

As for the short-run effects, we examine if at least one short-run coefficient is significant to give support for this short-run oil price effect. Table (6) describes the short-run dynamics for each country where cointegration is found. The findings reported show that oil prices have short-run effects on tourism receipts in case of Algeria, Israel, Jordan, and Oman. However, none of these short-run effects last into the long-run for Israel and Jordan, since the long-run effect is not significant. Nevertheless, in case of Algeria and Oman, the short-run effects last into the long-run as the long-run price coefficient is significant, as shown previously.

Table 6: ARDL Short-Run Coefficients (Dependent variable is ΔR) - With structural breaks

Country	ΔP	ΔP(-1)	ΔP(-2)
Algeria	0.307* (0.067)	-	-
Egypt	-0.025 (0.583)	-	-
Israel	0.170*** (0.001)	-0.156*** (0.002)	-
Jordan	0.318*** (0.00)	-0.104* (0.069)	-
Lebanon	-0.176 (0.139)	-	-
Oman	0.297*** (0.001)	-0.178** (0.034)	-0.156* (0.07)
Turkey	-0.038 (0.15)	-	-

Notes: P is real oil price. All variables in logarithmic format. Numbers in parentheses represent p-value. *** and ** denote significance at 1% and 5% levels, respectively.

Diagnostic tests of the ARDL model

Finally, to examine the robustness of the estimated ARDL model with structural breaks, we apply a number of diagnostic tests that investigate the stability and efficiency of the estimated coefficients. The diagnostic tests include the Lagrange Multiplier (LM) statistic (a measure of testing the serial correlation of the residuals, and has a χ^2distribution with two degrees of freedom), the Ramsey's RESET statistic (a measure of testing model specification, and follows χ^2 distribution with one degree of freedom), the CUSUM and CUSUMSQ tests of Brown *et al.* (1975) (measures the stability of the estimated short and long-run coefficients. The outcomes are reported as "S" for stable, "MS" for marginally stable, and "NS" for not stable), Jarque-Bera statistics for error normality (J-B), and the adjusted R^2 (shows the goodness of fit of the model). Table (7) summarizes the results for these diagnostic tests. The results show that coefficients are stable according to the CUSUM and CUSUMSQ results as at least one of the tests supports stability. The reported LM statistics support lack of autocorrelation for Egypt, Oman, and Turkey. Furthermore, the Ramsey's RESET statistics from Table (7) support model specification, where the null hypothesis; functional form of the model is correctly specified, can't be rejected. Finally, the size of the reported adjusted R^2 shows high goodness of fit of the model.

Table 7: Diagnostics tests

Country	LM (2)	RESET test	J-B	CUSUM	CUSUMSQ	Adj. R^2
Algeria	11.56*** (0.003)	1.32 (0.19)	42.6*** (0.00)	NS	S	0.985
Egypt	2.47 (0.29)	0.85 (0.40)	57.57*** (0.00)	S	S	0.994
Israel	6.55** (0.038)	0.80 (0.43)	203.6*** (0.00)	S	MS	0.995
Jordan	7.54** (0.023)	0.41 (0.68)	31.84*** (0.00)	MS	NS	0.998
Lebanon	18.08*** (0.00)	1.39 (0.17)	55.63*** (0.00)	S	MS	0.993
Oman	2.15 (0.34)	1.11 (0.27)	329.12*** (0.00)	S	S	0.995
Turkey	3.86 (015)	1.29 (0.20)	1.90 (0.39)	MS	MS	0.999

Notes: LM (2) is the LM statistics for autocorrelation up to order 2. RESET test is Ramsey's test (null hypothesis: functional form is correctly specified). CUSUM is the cumulative sum of recursive residuals (S: stable, MS: marginally stable, NS: not stable). CUSUMSQ is the cumulative sum of squares of recursive residuals (S: stable, MS: marginally stable, NS: not stable). Numbers in parentheses represent p-value.

CONCLUDING

Previous research has suggested that higher oil prices generate an adverse effect on tourism (e.g., Becken and Lennox, 2012; Yeoman *et al.*, 2007). However, most of the studies were done for developed countries, where less attention was paid for developing countries, although many of the developing countries depend heavily on tourism revenues as important channel of their GDP. For this purpose, in this paper, we examined the effect of oil prices on tourism receipts for 10 randomly selected MENA destinations (Due to data availability) from 1995 to 2014, using the ARDL bounds cointegration test.

The empirical findings did not support the long-run relationship among the variables (cointegration), as the long-run effect was only documented in the case of Israel. However, this might have been due to ignoring the structural breaks in the cointegration test, when there is evidence for the presence of such breaks. For this reason, this paper re-estimated the long-run relationship between oil prices and tourist receipts by including the structural breaks, after finding support that the 10 countries experienced different number of breaks at different time periods. Apparently incorporating the structural breaks have enhanced the cointegration findings. The findings supported long-run relationship for more countries, when compared to the cointegration test in the absence of the breaks.

When testing the significance of the long-run effects of oil prices on tourism receipts, the empirical findings show evidence for only 4 countries of the sample data, namely: Algeria, Lebanon, Oman, and Turkey, indicating that the tourism receipts are price inelastic, where all estimates are less than one (in absolute value). As for the short-run dynamics, the findings offer support the oil prices short-run effects in case of Algeria, Israel, Jordan, and Oman. However, since the long-run effect is not significant for Israel and Jordan, this means none of these short-run effects last into the long-run for both countries.

Future research direction could be examining the effects of oil prices on tourism activities by adopting non-linear analysis, where the vast majority of the tourism literature have totally neglected the importance of the non-linearity. Non-linear analysis could be important since the response of tourism activities to positive change in oil prices (increase) could be different from the response to the negative change (decrease). Therefore, we recommend that future studies to consider including such important issue. Indeed, this is our plan for future work.

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ICT USE IN SAUDI LUXURY HOTELS: AN ASSESSMENT OF GUESTS' PERSPECTIVES

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Abstract

The importance of information and communication technologies (ICT) in our daily lives is undeniable. Like all businesses, hotels and similar accommodation establishments uses ICT in order to improve their operations, manage their inventory, and maximize their profitability with varying affect (Barker et al., 2003). The majority of hotels in this world utilize ICT as to facilitate their undertakings such as taking reservation, managing rooms, telecommunication, and guest accounting (Collins, & Cobanoglu, 2008). Their success and failure is judged by the users', in this case guests', perceptions, intents, actual usage, and satisfactions from the hotels' ICT offerings. In the light of above discussion, present study aims to help hotel practitioners better clarify the impact of technology applications on guest experience, providing guidelines for hotel stakeholders in purchasing, innovating or implementing new technologies that guests desire during their stay. To do so, present study utilized quantitative methodology by adopting study dimensions from literature review (Akyeramfo-Sam and Kofi Nti, 2017; Cobanoglu et al., 2011; Chan, 2012, and so on). Final questionnaire include questions of ICT facilities from different department/services provided to guests, such as in-room technologies, lobby, reservation, restaurants/bars, fitness center, meeting rooms in specific and general mobile phone applications for guest loyalty. Data for this study have been collected by using a 71-item questionnaire with self-administered manner. The respondents were selected by using a convenience sampling technique. Out of 900 questionnaires printed and distributed 697 were returned and found usable with 77.4 percent response rate. The collected data analyzed by using descriptive analysis and multiple regression analysis. Results indicated the ICT facilities and services play a significant role in Saudi hotel guests' evaluation of the hotel and influence their post stay intentions. This paper will provide implications for hoteliers in understanding their guests' satisfaction and behavioral intentions based on ICT offerings. Research implications, discussions and limitations will also be presented.

Keywords: ICT, services and offerings, guest satisfactions; Saudi hotels.

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EVOLUTION OF APPROACHES TO TOURISM DEVELOPMENT IN THE DEVELOPING COUNTRIES CONTEXT

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Abstract

This paper examines evolutionary process of development approaches to the tourism industry in the context of the developing world. It was found that Turkey as a matured mass tourism destination and a typical developing country has experienced various stages of tourism growth under the guidance of lassies-fair approach or myopic highly centralised development policies. The evolutionary stages of tourism growth were determined as; a *laissez faire* approach period, fully supply-oriented growth approach, hybrid combination of supply and demand oriented growth approach, and semi-sustainable tourism development approach. While Turkey as a popular mass tourism destination has moved from heavily supply-oriented tourism growth approach to semi-sustainable tourism development approach, national economic, political and social imperatives in addition to the structure of international tourism industry have dictated the evolution process. The overall finding of this study was that moving from non-sustainable development approaches to a sustainable development approach in the context of a tourism sector in a given country in the developing world is not only a matter of choice for the tourism sector, but it is a largely decision of central bodies who govern and shape national economic, social and political structure for further empowering themselves to remain in power in addition to highly profit maximization oriented trans-national companies including international tour operators. Based upon the overall findings of this paper, it is recommended that developing countries should firstly overcome obstacles to sustainable development in general including macro-economic problems. However, it seems that solution of these problems may not be in the capacity of developing countries. Thus, without sincere cooperation of international donor agencies and trans-national companies, the developing planet may not be able to apply fully the principles of sustainable development. Future studies are needed to explore policy strategies for supporting the developing countries to achieve sustainable tourism development in close cooperation with international donor organisation and trans-national companies.

Keywords: Evolution of tourism policies, developing countries, challenges and Turkey.

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INTRODUCTION

Mass tourism in Turkey is the outcome of political and cultural decisions made by the Turkish elite in the mid-1980s and more recent attempts to address such longer-term economic problems such as balance of payment deficits, excessive youth unemployment and high levels of foreign debt. It was also a way of re-establishing a positive image of Turkey on the international stage after the military coup of 1980, as an example of an outward-oriented economic development policy and, as a representation of a western laissez-faire life style, a concrete realization of Westernization mission of Kemalism, the founding ideology of the Republic of Turkey (Tosun and Jenkins, 1996). Mass tourism, then, was pursued as a socio-cultural device to stimulate Western life style in the Turkish society.

In this chapter, mass tourism's emergence is briefly presented and tourism development policies and the challenges of mass tourism are discussed. As some data are difficult to access, especially those relating to political and socio-cultural related issues, an element of subjective evaluation is inevitable. However, it is evident that mass tourism in Turkey is a challenging, complex multi-dimensional phenomenon, requiring systematic and participatory intervention by its stakeholders.

HISTORY OF MASS TOURISM IN TURKEY

Tourism in Turkey began in the Ottoman era. Until the second half of the 19th century, there were few places foreigners could stay in Istanbul, the capital of the Ottoman State. Caravanserais had long been established to serve the needs of travellers according to the principles of Ottoman Islamic Culture, which mandated free stay for three days along with a free bowl of soup and barley for the travellers' horses. However, after the Edict of Gülhane and the Ottoman Reform Edict of 1856, which reflected a modernising policy, changes occurred. In 1863, an international exposition of local and foreign products took place in Istanbul, attracting much overseas interest, and in 1883 the Orient Express made its first trip between Paris and İstanbul. In addition, a more commercial orientation to hospitality developed. The Hotel d'Angleterre (English Hotel) commenced operations in 1841, and the Pera Palace Hotel began its operations in 1892.

The Evolution of Mass Tourism Policies in Turkey

While mass tourism policies in Turkey can be considered to have occurred in four stages, these are neither exclusive nor rigid, but they are indicative of transformations in tourism policy in Turkey.

Legislative and institutional preparatory era (1923-1980)

Until the 1980s, there was no formal policy to develop mass tourism in Turkey. Nevertheless, from the 1920s, some laws and regulations were put in place to facilitate international travel, primarily for business and cultural reasons, both to and within Turkey, and they constituted the legislative and institutional foundations of contemporary mass tourism. An exhaustive list is beyond the

scope of this chapter, but the following are examples (Akçura, 2013; Çavuş, Ege and Çolakoğlu, 2013; Kuşluvan, 2015; Örs, 2005; Özdemir, 2013; Tosun, 2015):

- The Touring and Automobile Club of Turkey (TOURING), founded in 1923, was the first tourism-related organization in Turkey.
- In 1924, the first sleeper trains operated between İstanbul and Ankara, Sivas, Trablus- Şam, and Elazığ. Railways then totalled 7000 km in length, double the length in the Ottoman era.
- In 1925, the Turkey Teyyare Society was established. It became Turkish Airlines Business Administration in 1933.
- The first travel agency, Natta (National Turkish Tourist Agency- Milli Türk Seyahat Acentalığı) was established in 1925
- The first modern hotel, Ankara Palas, opened in 1928.
- The public administration of tourism commenced in 1937 when the Turk Office was founded to promote international trade, and within this organisation the Tourism Board, to deal with tourism related commercial and marketing issues. In 1939, after the establishment of the Ministry of Trade, the Tourism Board became the Directory of Tourism, in 1963 becoming the Ministry of Tourism and Promotion.
- In 1954, the Tourism Bank Inc. was established under the auspices of the Agricultural Bank to finance tourism investment. In 1960, it became the Tourism Bank of the Turkish Republic and operated until 1988, financing many hotel developments.
- Early travel agencies became regulated in 1955 under the Regulation of Tourism Desk and Travel Agencies. In 1972 the Law of Turkey Travel Agencies' Union was enacted to regulate and control Turkish travel agencies,
- Tourism education at secondary school level was established in 1961 and at the higher educational level in 1965. Surprisingly, though, the first tour guide training certificate programme was initiated in 1928.
- The first integrated tourism development project, the South Antalya Tourism Development Project, was prepared with financial support from the World Bank between 1974 and 1976.

The supply-oriented era (1981-1990):

Turkey has experienced a number of military coups such as in 1960 and 1980, which hampered both tourism development and sustainable development in Turkey more generally. As a consequence, foreign loans were difficult to obtain, even at high interest rates, and government encouraged tourism expansion, by providing generous investment incentives, without properly considering the opportunity costs (Tosun, 2001: 295).

As a consequence, a supply-oriented era of mass tourism policies evolved in Turkey to overcome the national economic and political crisis. The *Tourism Incentive Law,* enacted in 1982, provided generous monetary, fiscal and other incentives to tourism entrepreneurs (Tosun, 1999), with the promise of high returns. As Tosun and Timothy (2001) observe, focus at this time was on physical facilities - hotels, restaurants and transportation – a *laissez faire* approach

leading to the rapid growth in facilities in such increasingly popular mass tourist resorts, for example, Antalya, İzmir, Mugla and Aydın, with little attention to infrastructural needs.

Table 1: Tourism Value and Volume in Turkey, 1963-2015

YEAR	NUMBER OF ARRIVALS ('000)	RECEIPTS (MILLION USD)	YEARS	NO. OF ESTABLISHMENT MoCT Licensed	NO OF BEDS MoCT Licensed
1963	200.0	7.7	1970	292	28,354
1970	724.2	51.6	1973	388	38,528
1973	1,341.5	171.5	1974	400	40,895
1974	1,110.2	193.7	1975	421	44,957
1975	1,540.9	200.9	1982	569	62,372
1982	1,391.7	370.3	1983	611	65,934
1983	1,625.7	411.1	1984	642	68,266
1984	2,117.0	840.0	1985	689	85,995
1990	5,389.3	3,225.0	1987	834	106,214
1994	8,000.0	4,700	1989	1,102	146,086
1997	9,689.0	7,000	1990	1,260	173,227
1998	9,752.0	8,300	1991	1,404	200,678
1999	7,487.0	5,203	1992	1,498	219,940
2000	10,428.0	7,636	2000	1,824	325,168
2001	11,619.9	7,386	2001	1,998	368,819
2002	13,256.0	9,235	2002	2,124	396,148
2003	14,029.5	10,141	2003	2,240	420,697
2004	17,516.9	13,061	2004	2,357	454,290
2005	21,124.8	15,725	2005	2,412	483,330
2006	19,819.8	13,918	2006	2,475	508,632
2007	23,340.9	15,936	2007	2,514	532,262
2010	28,632.2	19,110	2010	2,647	629,465
2014	36,837.9	27,778	2014	3131	807,316
2015	36,244.6	25,438			

Source: Ministry of Culture and Tourism (2016); TYD (Association of Turkish Tourism Investors) (2007).

From the early 1980s, Turkey experienced remarkably rapid tourism growth in both volume and value (table 1) which, perhaps inevitably, impacted negatively on the natural environment and sociocultural structures. Moreover, the supply-oriented mass tourism policy also neglected destination marketing issues. Fierce competition amongst destinations in Turkey was ignored, excessive development led to low returns on investment (Tosun, 1999), and Turkey became known as a cheap mass tourist destination, an image that remains. In 2014, for example, it was reported that British tourists identified Turkey as the second cheapest mass tourism destination in Europe after Bulgaria (Daily Mail, 2014).

The marketing-selling oriented era (1991-2010):

The excessive development of tourism facilities in Turkey, especially in coastal regions, drew government attention, and tourism authorities recognised the need to compete with similar destinations. As a consequence, Turkey adopted a destination marketing and management philosophy (Tosun *et al*. 2008). However, focus was more on marketing and attracting tourists than planning and, as elsewhere, 'capacity parameters (environmental and human) have rarely been considered' (Butler, 1990: 16). Thus, in Turkey, emphasis was on optimising the economic gains in both private and public sectors. Tourism authorities and stakeholders, including the Ministry of Culture and Tourism (MT) and other related public bodies, generously financed promotional campaigns without considering the social, cultural and environmental implications of such endeavours. In short, tourism was seen simply as a component of an export-led economic development strategy.

***Part-sustainable tourism development oriented era (2010* - present):**

The supply and market oriented tourism development policies led to major environmental, economic, social and cultural challenges to the sustainability of mass tourism in Turkey. Consequently, stakeholders recognised the need for local participation, to involve the participation of local people, focus on sustainable development, and integrate tourism into the broader socio-economic system. The need was recognised by all sectors in the economy and led to policies outlined in 'Strategy of Turkey – 2023', within which every sector of the economy prepared its own strategic development report. The 'Tourism Strategy of Turkey-2023' was prepared and approved by the Supreme Planning Council in February, 2007 (Ministry of Culture and Tourism, 2007).

It has been argued elsewhere that while this document was a serious attempt to develop a strategic plan, the international competitive environment is highly challenging (Tosun, 2015: 59), Arguably, though, while Turkey does not have a comprehensive policy for sustainable mass tourism, there are indications in some policy documents, including from the State Planning Organization, Regional Development Agencies and the Ministry of Culture and Tourism, that problems are being recognised and remedial legislation has been put into effect.

Challenges of Mass tourism in Turkey

Mass tourism in Turkey poses several current challenges.

Spatial and seasonal concentration:

Concentration and seasonality issues are general problems of mass tourism, but the spatial concentration of tourism on Turkey's coasts resulted from government policies that reflected national economic imperatives and the logic of return on investments. For example, the 1982 Tourism Incentive Law to accelerate mass tourism induced many private and public entrepreneurs to invest heavily in tourism by building such facilities as hotels, marinas and swimming pools. The law provided for a wide range of fiscal and monetary incentives, allowed the state to appropriate land for tourism development, reduced bureaucratic formalities for tourism investors, relaxed restrictions on

the employment of foreigners in the tourism sector, and introduced vocational education and training development projects. These incentives were related to tourism investments in tourism regions, zones and centres located on the Mediterranean and Aegean coasts as determined by the Tourism Incentive Act (see Duzgunoglu and Karabulut 1999; Tosun, 2008; 1999).

Such a spatial concentration inevitably had environmental, economic and social costs but the policy was justified on the basis that the locations could maximise tourist numbers and foreign currency earnings, which were urgently needed by an economy in crisis. However, while priority was accorded large-scale projects that met government's short-term policy objectives, most locations that benefitted were already relatively developed coastal regions (Tosun, Timothy and Öztürk, 2003), and thus was exacerbated 'a pronounced spatial dichotomy [that] has evolved in Turkish tourism between a privileged space along the coast and an underprivileged space in the interior of the country' (Göymen, 2000: 1030),

As Table 2 demonstrates, between 1996 and 2006, 90% of international tourists in Turkey visited coastal regions and spent around 94 percent of the country's total visitor nights in these regions. The average length of stay was also larger in these coastal regions than in non-coastal regions. Moreover, almost 90% of international tourists arrived at coastal city airports.

Similarly, some 87% of tourism operations and 80% of investment in licensed beds was in the coastal regions in 2014 (Table 3).

Seasonality is also a major challenge of mass tourism in Turkey. Statistical figures in this regard suggest that, on average between 1990 and 2015, more than 70% of international tourist arrivals occurred between May and October.

Dependency on international tour operators:

In global tourism, dependency on Transnational Corporations has long been recognised (Britton, 1982), and is manifested by dependency on international distribution channels, and on principal tourist-generating countries, often located in the western-industrialised world. Both of types of dependency are found in Turkey. A few (western) countries generate demand for mass tourism in Turkey and the large tour operators from these countries dominate the flow patterns (Tosun, 1999; 2008). In 2015, 44% of Turkey's arrivals originated in European OECD countries, and 22% from the Commonwealth of Independent States. In 1996, Germany accounted for 21% of all arrivals, and in 2015 the figure was 15%. The top five markets accounted for about 52.67 per cent of total international arrivals to Turkey in 2015 (see Table 5).

Dependency on international tour operators continues to be a challenge for Turkey. In the early 1990s, 55% of all visitors to Turkey travelled on all-inclusive tour packages and 15% on a part-organized basis, with 85% of all charter passenger travelling with foreign owned / operated companies (EIU, 1993: 82). Despite the subsequent growth in independent travel, in 2015, 41% of inbound tourists arranged their trips through tour operators (State Institute of Statistics, 2016, and it thus seems it is difficult for Turkey to change the profile and flow of international tourism demand.

Rapid and unintegrated urbanisation through mass tourism:

It has been argued that 'the failure to incorporate adequately environmental considerations in the architectural designs of hotels, restaurants, and entertainment facilities can lead to consequences which are both environmentally and economically unprofitable' (Convery and Flanagan, 1992: 147-48). This is certainly so in coastal Turkey, where rapid tourism growth during the 1980s and 1990s has, in the absence of proper urban planning, brought architectural pollution to many popular tourist destinations, for example, leading to ribbon development along the Mediterranean, Aegean and Marmara coasts. Often out of scale and style with the local surroundings, such developments are in danger of being unsustainable in the longer term (Tosun, 2008; 2001). In such popular destinations as Kusadası and Alanya, hotel accommodation and second homes have been developed along the coastal band and roads have been built parallel and too close to coastlines, providing ample evidence of poor land management and mal-urbanisation.

The two causes for such mal-urbanisation are, first, the rapid growth of tourism and, secondly, the over-concentration of mass tourism in space and time (Tosun 2000, 2001, 2008; Tosun and Fyall, 2005). In addition, as in some other developing countries, clientelism, lack of expertise, political instability, and weak public administration systems also play a role. In short, the laissez-faire approach to urbanisation during the 1980s and 1990s has irrevocably transformed changed the character of many small towns, especially along the Turkish coastline.

Environmental degradation and mass tourism:

The natural and socio-cultural environment is a complex system. Rapid, unplanned growth in mass tourism, and the resultant spatial and seasonal concentration of tourism development, has had numerous environmental consequences in many Mediterranean countries (Tosun, 2008). Turkey has experienced, albeit to varying degrees, the full repertoire of mass tourism impacts (Tosun and Fyall 2005; Erdogan and Tosun, 2009), including the following:

Visual Pollution, specifically inappropriate architectural designs and styles of hotels, restaurants and entertainment facilities, has occurred along the Mediterranean Aegean coasts of Turkey, and rubbish left by tourists 'not only creates visual impairment of the quality of the natural environment, but also impacts on the agricultural industry negatively' (Tosun 1998: 604).

Water Pollution: The rapid growth of mass tourism and the associated spatial and seasonal concentration, with consequent unregulated installation of ad hoc systems of waste and sewage disposal, has pushed the local sewage treatment and disposal infrastructure beyond capacity, with negative implications for the complex eco-system, including water pollution (Tosun, 2001: 95)

Air Pollution is an inevitable outcome of tourist traffic. However, although some environmental impacts of tourism, such as visual and water pollution, tend to be localised and restricted to a relatively small, well-defined area, this is not so for

air quality, as air pollution can have widely dispersed effects on bio-diversity and social life.

Over utilisation of natural resources, such as the use of hardwood in the building and decoration of luxury tourist facilities, and of building insulation materials made with ozone-depleting chlorofluorocarbons may have global environmental implications.

As elsewhere in the Mediterranean, *scarcity of fresh water* is becoming a major problem in Turkey. The concentration of mass tourism along the Turkish coasts, combined with the relatively hot, dry climate, places extra pressure on local governments to provide fresh water, which is made especially difficult because, while local people may consume a maximum of only 70 litres per person per day, the equivalent daily use per person in hotels can be 400 litres (Hamele 1988). In addition, the maintenance of such recreational facilities as golf courses also require a significant amount water (Tananone, 1991).

***Climate change as a challenge for mass tourism*:**

Although an understanding the consequences of climate change for mass tourism in Turkey is incomplete, the following scenarios can be predicted (Tosun, 2007):

Countries generating most tourists for Turkey will become warmer. This includes Germany, the UK and the Netherlands, and so tourism demand from these countries will potentially decrease.

Turkish summers will become uncomfortably hot for tourists: At present, July and August are the most popular months for tourists traveling to Turkey. However, the International Panel on Climate Change (IPPCC) anticipates that average summer temperature will increase to up to 4 degrees in Turkey, making the environment unpleasant for tourists, even to the point of causing fatalities, and prompting them either to choose cooler months (which might not be possible because of constraints in the school calendar in tourist generating countries) or to switch to alternative destinations elsewhere (Agnew and Viner, 2001). In such circumstances, there could be a dramatic decrease sun-sea-sand tourism in Turkey.

Costal zones would remain under water: Since 1984, the sea level along the coast of Aegean and Mediterranean has risen annually by between 3 and 10 mm. This suggests that beach erosion might occur in some popular coastal resorts, with catastrophic consequences for the tourism sector.

Problems of drought and scarcity of drinkable water: With a predicted decline in rainfall, rivers and other water reserves may dry out., reducing supplies of water for drinking and irrigation, thus accelerating desertification in Turkey. However, fresh water has been over-utilised by tourism facilities, especially in regions with a relatively dry climate, where fresh-water supplies are scarce. In such circumstances, if a lack of water becomes a serious issue for local people, tourism may no longer be acceptable, as has occurred in some Spanish islands (Daily Mail, 2016).

Western mass tourism in an Islamic (albeit secular) society:

As noted in the introduction to this chapter, mass tourism has been utilised as a tool for social change in Turkey since the 1980s. In particular, it has been used to exemplify and, perhaps, promote western life styles within Islamic (albeit secular) society in order to differentiate Turkey from other Islamic societies, such as İran and Saudi Arabia. In other words, it may be claimed that mass tourism was seen (before the era of mass social media) as an effective means of encouraging and sustaining a Western life style in Turkish society. The vast majority of international tourists to Turkey (and indeed permanent tourists settled in the country) are Western and, to date, Turkey has experienced few if any difficulties integrating western temporary or permanent tourists into its Islamic social body. This is a real credible example for sustaining peace through tourism in the era of widespread unrealistic Islamic Phobia that might have been politically and purposely made an issue for our common global world by some powerholders. Given the fact that Turkey is at the crossroads of various forms of ideological Islam, hosting more than 40 million western mass tourists should be supported for strengthening the peace bridge between west and east, and between Christianity and Islam.

***Security issues –a challenge of mass tourism*:**

Terrorism is globally distributed but also highly concentrated. Over 80% of lives lost to terrorist activity in 2013 occurred in only five countries: Iraq, Afghanistan, Pakistan, Nigeria and Syria (Global Terror Index, 2014). In 2013, Turkey was ranked seventeenth in countries suffering from the terror but, between 2000 and 2011, was the third ranked OECD country after the USA and Israel. Between 1984 and 2015, the so-called Kurdistan Workers Party, or PKK, killed 6,741 civilians and 7,230 security officers, and wounded 14,257 civilians and 21,128 security officers, through its 83,500 terror attacks in Turkey (TRT, 2015). Moreover, the PKK claims to have specifically targeted the tourism industry in Turkey in their terror attacks (BBC, 1999; 2006; CNN, 2016b; Telegraph, 2016; Ibtimes, 2016). For example, they claimed responsibility for attacks in popular tourist destinations such as Marmaris, Cesme, and Istanbul.

The costs of terrorism can be divided into two main groups. Primary costs refer to the immediate damage caused by an act of terrorism, while secondary costs are more complicated and can span a greater time period. These are disruptions to an economy due to a terror event or threat, which may take the form of increased security costs, changes to consumption patterns, decreased foreign investment and trade and, of course, a decline in tourism. In the case of Turkey**,** PKK-related violence and terror activities have discouraged local, national and international investors from investing in the east and southeast regions of Turkey. However, Turkish government took critical investment and incentive-based decisions so as to make the mentioned regions attractive destinations for both tourism and other sectors. On the other hand, despite such problems as prohibition of charter flights to Turkey by Russian government following the military jet crisis in November 2015 and terrorist attacks of such terrorist groups

as PKK, TAK (Kurdistan Freedom Falcons) and DAESH (dawkat al-islamiyah f'al-iraq wa belaad-sham), the decline in international tourists entering the country on package tours in the first quarter of 2016, when compared to that of 2015, has been only 14.3% in Turkey (State Institute of Statistics, 2016). At the same time, steps taken by the Turkish government to repair its relationship with Russia, in August 2016, and continued joint military action with coalition forces, especially the USA, against DAESH and terrorist organisations supported by the PKK, are crucial for future stability.

Other challenges may also exist, including poor destination image, weak destination management and governance, the ineffective use of human resources, and clientelistic relations among decision makers and the business elite. Mass tourism has indeed brought significant benefits to the country but much needs to be done if mass tourism is to better contribute to economic and social development in Turkey.

CONCLUSION

This chapter has considered the evolution of mass tourism and the challenges it faces in Turkey, but they are not unique; achieving sustainable development in general, and sustainable tourism development in particular, is a challenge for many newly industrialised countries. Furthermore, 'problems in any sector, such as tourism, reflect the existing socioeconomic situation' (de Kadt , 1979: 45), and remedies need to be sought in the wider economic context. Nevertheless, several broad conclusions can be drawn from the discussion in this chapter of mass tourism in Turkey.

First, since the 1980s several political governments with different ideologies have taken power in Turkey, but the demand and supply profiles of international mass tourism have not changed much. That is to say, relevant statistical data proofs that mass tourism demand for and supply of Turkey have not been changed or affected much by the political governments' ideologies in power. Whether it is Islamic-led or liberal democrat governments, it does not have much influences on the demand and supply sides of mass tourism. This may be largely due to the international structure of mass tourism system (market dependency on few tourist generating countries and international tour operators dependency) and national requirements –national economic priorities of the country.

Secondly, the spatial and seasonal concentration of coastal tourism, and the image of Turkey as a cheap destination, are the biggest challenges facing mass tourism in Turkey. To counter such problems, under the Tourism Strategy of Turkey – 2023, government initiated product differentiation strategies by defining cultural tourism corridors, winter tourism corridors, faith tourism corridors and rural tourism corridors. However, success here will largely depend not on government policies but on the implementation of better destination marketing strategies, focusing on market differentiation, and on other policy instruments needed to achieve a better level of sustainable development. More generally, unless Turkey achieves a higher level of overall development, overcoming specific problems of mass tourism will be difficult.

Thirdly, major developmental problems of Turkey arise from the inefficient use of its human resources. Although some progress has been made to establish a better human resources management system at national level, nepotism in appointments to various strategic positions is widespread in Turkey. Consequently, many occupants of senior positions, including tourism and destination management, lack the necessary educational qualifications, a situation which, if it continues, may prevent turkey from maximising its development potential.

Fourthly, if Turkey continues to move towards becoming a more stable, democratic, and developed state, its approach to tourism development might be said to have moved from a rigid and centrally planned approach to a more flexible, systematic, integrative and collaborative paradigm (Tosun *et al.,* 2006; Tosun, 2009). This necessarily involves public and private stakeholders collaborating to determine a tourism strategy for Turkey and, at the same time, supporting the administration in implementing it in a planned, systematic and yet flexible way. At the same time, its importance to local and regional development would be recognised, through direct, indirect and induced effects arising from the purchase of tourist products and services, in increased foreign exchange, sensitive usage of foreign capital (Saarinen, 2003) and in integrating tourism development with local and regional development.

Overall, it can be concluded that future research should focus on how the negative implications of climate change for tourism can be addressed, how the capacity of the tourism authorities can be developed to manage Turkey as a mass tourism destination more effectively, and how terror attacks on tourists and tourism facilities can be prevented. It should be noted, however, that it is often not only developmental policies that guide national approaches to critical development problems. As Todaro (1994: 37) observes. 'The political structure and the vested interests and allegiances of ruling elites will typically determine what strategies are possible and where the main roadblocks to effective economic and social change may lie'. In this context, strategies for coping with challenges of mass tourism in Turkey should be determined by taking into account not only national factors, but also international dynamics that govern world politics.

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Table 2: Number of International Tourist Arrivals and Nights Spent by Regions, 1996-2006

	1996			1997			2003			2005			2006			Overall Average		
R	Arrivals %	Nights spent %	ALS	Arrivals %	Nights spent %	ALS	Arrivals %	Nights spent %	ALS	Arrivals %	Nights spent %	ALS	Arrivals %	Nights spent %	ALS	Arrivals %	Nights spent %	ALS
A	2530900 0.27	11077200 0.31	4.38	3258179 0.25	13355408 0.23	4.1	2301633 0.19	10097751 0.21	4.4	1677896 0.26	6997243 0.28	4.17	2219118 0.24	10097751 0.21	4.4	2397545.2 0.24	10325070.6 0.24	4.2
M	3332782 0.36	7175868 0.20	2.15	3361636 0.25	7211413 0.12	2.1	3078329 0.25	6621802 0.14	2.2	2351840 0.37	5445825 0.21	2.32	2038173 0.22	6621802 0.14	2.2	2832552 0.29	6615342 0.16	2.1
Md	2649613 0.28	16233604 0.45	6.13	5423837 0.41	33787441 0.60	6.2	5751154 0.48	28463452 0.61	4.9	1759055 0.27	11872274 0.46	6.75	4129834 0.45	28463452 0.61	4.9	3942698.6 0.37	23764044.6 0.54	5.7
Ca	735440 0.08	1404036 0.04	1.91	703976 0.05	1383107 0.02	2.0	595518 0.05	2964300 0.06	1.9	515957 0.08	1008981 0.04	1.96	471757 0.05	2964300 0.06	1.9	604529.6 0.062	1944944.8 0.044	1.9
Bs	114206 0.01	160708 0.004	1.41	85470 0.006	146314 0.002	1.7	81893 0.006	141431 0.003	1.7	71721 0.01	102489 0.005	1.43	66150 0.007	141431 0.003	1.7	83888 0.007	138474.6 0.003	1.5
Ea	63360 0.007	88379 0.002	1.39	65607 0.005	140777 0.002	2.1	43688 0.003	88786 0.001	2.0	56895 0.008	87169 0.003	1.53	37214 0.004	88786 0.001	2.0	53352.8 0.005	98779.4 0.001	1.8
Se	16898 0.002	27401 0.0008	1.62	53911 0.004	83993 0.001	1.6	44356 0.003	70235 0.001	1.6	15569 0.002	34507 0.002	2.22	29210 0.003	70235 0.001	1.6	31988.8 0.002	57274.2 0.001	1.7
Gt	**9443199** 100	**36167196** 100	**2.71**	**12952616** 100	**56108453** 100	**2.82**	**11896571** 100	**46640460** 100	**2.67**	**6448933** 100	**25548488** 100	**2.91**	**8991456** 100	**46640460** 100	**2.67**	**9946555** 100	**42221011.4** 100	**2.75**

R= Regions; A=Aegean Region; M=Marmara Region; Md=Mediterranean Region; Ca=Central Anatolia; Bs=Black Sea; Ea=Eastern Anatolia; Se=South-east Anatolia; Gt=General Total; ALS=Average Length of Stay

Sources: Derived from Ministry of Culture and Tourism (1996 - 2007)

Table 3: Regional distribution of tourism operation and investment licensed beds in Turkey, 1996 and 2015

	Tourism operation licensed beds (%)	Tourism investment licensed bed (%)	Tourism operation licensed beds (%)	Tourism investment licensed bed (%)	Tourism operation licensed beds (%)	Tourism investment licensed bed (%)	Tourism operation licensed beds (%)	Tourism investment licensed bed (%)	Tourism operation licensed beds (%)	Tourism investment licensed bed (%)
	1996	1996	2000	2000	2005	2005	2010	2010	2014	2014
Marmara	21,15	13,79	19,18	17,71	15,99	12,77	5,87	6,95	5,39	13,09
Aegean	30,92	39,89	29,57	36,68	27,51	28,44	25,66	37,78	24,52	30,09
Mediterranean	35,09	34,16	38,02	32,14	44,25	46,04	56,21	37,9	57,36	36,75
Central Anatolia	7,54	4,04	7,37	5,07	6,59	4,58	6,4	7,38	6,35	8,78
Black Sea	2,56	3,11	2,93	3,85	2,77	4,01	2,37	3,23	2,65	3,38
Eastern Anatolia	1,55	2,79	1,48	2,7	1,47	2,71	1,46	3,47	1,67	3,29
South-east Anatolia	1,19	2,21	1,44	1,86	1,42	1,46	1,67	3,29	2,06	4,62

Source: Ministry of Tourism (2016)

Table 4: Monthly distribution (%) of tourist arrivals in Turkey, 1990-2015

Month	1990	1996	2000	2005	2010	2015
January	2	3	3,2	3,3	2,8	3,1
February	3	4	3,4	3,3	3,3	3,7
March	5	6	4,2	5,2	4,9	5,0
April	8	6	6,9	6,4	6,1	7,2
May	10	10	9,5	10,9	11,0	10,6
June	10	11	10,3	11,4	12,2	11,8
July	13	13	14,6	15,1	15,2	14,2
August	14	13	13,6	13,5	13,0	14,3
September	12	13	13,1	11,8	12,2	11,8
October	10	12	11,3	10,0	9,9	9,3
November	7	5	5,8	5,0	5,2	4,7
December	6	4	4,1	4,1	4,1	4,3

Note: Figures have been rounded.

Sources: Derived from Ministry of Tourism (2016).

Table 5: International tourist arrivals in Turkey by major origin country, 1996-2015

Origin country	1996	(%)	2000	(%)	2005	(%)	2010	(%)	2015	(%)
Germany	2 141 778	21,01	2 277 505	21,84	4 240 122	20,07	4 385 263	15,32	5 580 792	15,40
United Kingdom	758 433	7,44	915 286	8,78	1 757 843	8,32	2 673 605	9,34	2 512 139	6,93
Russian Federation		0,00	677 152	6,49	1 864 682	8,83	3 107 043	10,85	3 649 003	10,07
Netherlands	216 672	2,13	439 819	4,22	1 253 885	5,94	1 073 064	3,75	1 232 487	3,40
Italy		0,00	218 768	2,10	401 852	1,90	671 060	2,34	507 897	1,40
France	251 976	2,47	449 727	4,31	701 190	3,32	928 376	3,24	847 259	2,34
Ukraine		0,00	173 551	1,66	380 392	1,80	568 227	1,98	706 551	1,95
Poland		0,00	118 185	1,13	181 021	0,86	428 275	1,50	500 779	1,38
Austria	235 540	2,31	320 630	3,07	486 051	2,30	500 321	1,75	486 044	1,34
Romania		0,00	118 185	1,13	181 021	0,86	428 275	1,50	500 779	1,38
Bulgaria		0,00	381 545	3,66	1 621 704	7,68	1 433 970	5,01	1 821 480	5,03
Israel	254 445	2,50	312 301	2,99	393 805	1,86	109 559	0,38	224 568	0,62
Iran	378 130	3,71	380 819	3,65	393 805	1,86	1 885 097	6,58	1 700 385	4,69
Georgia		0,00	179 563	1,72	367 339	1,74	1 112 193	3,88	1 911 832	5,27
Iraq			20 776	0,20	107 968	0,51	280 328	0,98	1 094 144	3,02
Syria			122 417	1,17	288 626	1,37	899 494	3,14	847 275	2,34
Greece			218 092	2,09	584 784	2,77	670 297	2,34	755 414	2,08
USA	326 214	3,20	515 284	4,94	393 805	1,86	642 768	2,24	798 787	2,20

EVALUATION OF TOURISM DEVELOPMENT IN EMERGING DESTINATIONS: A COMPARATIVE PERSPECTIVE FROM BEIBU ECONOMIC ZONE, CHINA

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Lin XINZI**

Abstract

As the introduce of the ASEAN Expo and the "Guangxi Beibu Gulf Economic Zone Development Plan", Beibu Gulf Rim witnessed a rapid growth in tourism and import-export industry. Tourism industry was regarded as the main force continually pushing the development of this district in the government report. Nevertheless, strong driving force of foreign trade and manufactory industry covered the limited contribution of tourism. This study compared the development of two cities: Qinzhou (new comer of tourism industry) and Beihai (traditional tourism city) on the perspective of tourist arrivals, tourism receipt and tourism contribution to GDP. The results suggested that tourism generated limited impact on economic growth in both two cities, especially, the traditional city – Beihai was still trapped by the historical problems and the new-comer – Qinzhou was now following the same path.

Keywords: Development, Destination, Beibu, Economic Zone

INTRODUCTION

Many cities around the world are seeking for alternatives and additional opportunities to increase economic development and welfare of their societies. Tourism sector appears to be one of the most promising additional options for many places and cities in this context. The efforts of cities to utilize the tourism industry as an additional tool for their development have led to emergence of new tourism destinations. While the tourism industry brings additional resources and contributions to the economies of cities and places, these emergence destinations certainly have some problems and challenges. This paper is an attempt to evaluate two cities, Qinzhou and Beihai, in Beibu Economic Zone, China in a comparative manner.

The organization of the paper is as follow. Firstly, it will explain relevant concepts such growth, development, regional development, palace development, city development, sustainable development, define tourism development, define

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regional tourism development, sustainable tourism development and emerging tourism destination. Secondly,

BEIBU GULF ECONOMIC RIM (BGER)

Demographic Introduction

In January 16th, 2008, China Centre Government launched the project "Guangxi Beibu Gulf Economic Zone Development Plan" and officially approved the initiative of Guangxi Beibu Gulf Economic Rim (BGER) (or Beibu Gulf Economic Belt). According to National Development and Reform Commission's Advice (2008), Beibu Gulf Economic Rim was the first International regional economic cooperation zone in mainland. Regarded as national development Fourth Pole in China, BGER region was the spot area of China Western Development Strategy and the gateway connecting China and Association of Southeast Asian Nations (ASEAN) countries.

Beibu gulf economic zone was located in the cross of south China economic rim, southwest economic rim and ASEAN economic rim. As the only coastal region in China's Western Development Strategy area, and the region connected with the sea and land border with ASEAN countries, BGER area acquired advantages position on both geographic and prominent strategic.

Along the Beibu gulf coast, there were rich natural tourism resources of agriculture that the environmental capacity was relatively better than the neighbor area. With stable ecosystem, high population capacity is higher and relatively low exploitation, BGER area was considered as one of the most potential China's coastal areas for planning modern ports, industrial clusters and construction quality important regions of the livable cities' agglomeration.

For total area of 45.2 thousand square kilometers, six cities, Nanning (the capital city of Guangxi Zhuang autonomous region), Yulin and Chongzuo on the border of western China, along with Beihai, Qinzhou and Fangchenggang Harbor on the shoreline of the Beibu Gulf, were involved in the Guangxi Beibu Gulf Economic Zone Development Plan.

According to the Guangxi Beibu Gulf Development Plan Office, there were totally 20 million people lived in this region (until 2016) with total 880.8 billion Yuan GDP, which constituted 1.18 % of national GDP, and its per capita GDP was 42549 Yuan (6157 Dollar). As the development of BGER, these six cities achieved 14.37 billion yuan on government fiscal revenue in 2018, among which, the three coastal cities, Beihai, Qinzhou and Fangchenggang City, acquired respectively of 2.25, 1.48, 0.82 billion on financial income.

In 2018, the Integration Development Plan was issued to push the integration of industry in Beihai, Qinzhou and Fangchenggang City. However, Fangchenggang City was much benefit from the position advantage that it was much closer and the border city to Vietnam (Figure.1). Most economic statistic indexes were not released directly since 2010 because of the adjustment of measurement method. Due to Beihai and Qinzhou City shared the similar GDP and government financial index, this study introduced these two cities as an example to analyze the integration process in BGER.

Figure 1. Map of Beibu Gulf and Location of Guangxi Zhuang Autonomous Region

Source: Derived from Map in Asia Weekly, China Daily (2017)

Beibu Gulf Economic Development Plan

Since the initiative of Reform and Opening-up Policy in 1989, and the establish of the Western Development Strategy in 2000, the BGER area has made remarkable achievements in economic and social development and historical development.

As the economic has significantly grown, the economic proportion of BGER area has been dramatically increasing in Guangxi autonomous region (98.6 billion yuan of 203.5 billion yuan for whole region in 2018) reported by Guangxi Beibu Gulf Economic Rim Administration Office in 2019. Benefit from the significant development in infrastructure, such as the total regional port capacity was over 50 million tons of cargo in 2016 and the express trains were constructed for over 150 lines, the economic cooperation between BGER area with other region in China was deepen and the variety of cooperation with ASEAN countries was becoming increasingly frequent. Along with the development of economic plan, people's living standard has remarkably improved, and the ecological and environmental protection projects were also emerged on agenda in 2019.

However, there were restraints mentioned in the development plan in 2006. Firstly, the overall economy of BGER area was underdeveloped that the level of industrialization and urbanization was low. Secondly, there were rare modern industries including high-tech industry, financial industry, education industry

and intensive logistic industry. Thirdly, being lack of support holder by backbone enterprises and central cities, development of infrastructures and congestion facilities were still lagging behind, and resulted in a restriction on access to neighboring provinces, especially the pearl river delta market, and to ASEAN countries. Fourthly, the modern market system was defective that the public economic was still in dominate while private investment was oppressed. Private enterprises were leaded mostly by the official policy instead of market. Finally, the situation of ecological protection and restoration in the offshore area was still serious. Beaches and mangrove forest were in degradation effected by the port construction and urbanization

In spite of this, economic success has been achieved since the initiative of the Beibu Gulf Economic Development Plan. The Beibu Gulf economic zone has been developing at an annual economic growth of 11.7 percent over the past decade (bureau of the planning and construction of Beibu Gulf Economic Rim, 2018), compared to 6.6 % national annual growth rate. In addition, according to the statistic of regional bureau of commerce (2018), the trade volume between Guangxi and ASEAN members surged nearly 60-fold last year compared with the year of 1991 while ASEAN countries have been Guangxi's largest trading destinations for last 17 years. As for the infrastructure perspective, BGER area has grown into an important industrial base in southwestern China especially for its rapidly developing ocean-based economy. The economic rim has built more than 260 berths and has been opening up shipping routes for over 200 overseas ports, covering all major ports in southeast and northeast Asia. Nearly 200-million-tons volume of cargo which has been raising 14.92 percent per year was handled at ports on the Beibu Gulf. Besides, a cluster of prosperous cities, including Beihai and Qinzhou City, have emerged on the shoreline of the Beibu Gulf. For instance, Beihai City has committed to build up electronics and information technology industries with a combined annual production capacity of 100 billion yuan (Annual Report of the bureau for the planning and construction of Beibu Gulf, 2018).

Above all, over the past 10 years, Beibu Gulf Economic Rim achieved the imports and exports trade volume for more than 180 billion yuan becoming a core driver leading China western economic development and a dynamic coastal region with the fastest growth in China.

Qinzhou City and Beihai City

Qinzhou and Beihai Cities were both prefecture-level city in Guangxi, lying on the coast of Beibu Gulf, China. While Guangxi Zhuang Autonomous Region, a peace

border-region province to the various number of ethnic minorities in the country, has been thrust into the frontier of opening-up to the ASEAN (Figure. 2).

To push for the opening up of Guangxi, especially to ASEAN, the China central government initiated two major events, the China-ASEAN Expo and the Pan-Beibu Gulf Economic Cooperation Forum respectively in 2004 and 2006. With the benefits of these two platforms, Guangxi has greatly surged its trade and economic cooperation with ASEAN regions and promoted people-to-people exchanges within 53 ASEAN cities. The BGER area owed its fast development to the central government's decision in 2008 by including it in Western Development Strategy.

Figure 2. Map of Beibu Gulf and Location of Guangxi Zhuang Autonomous Region

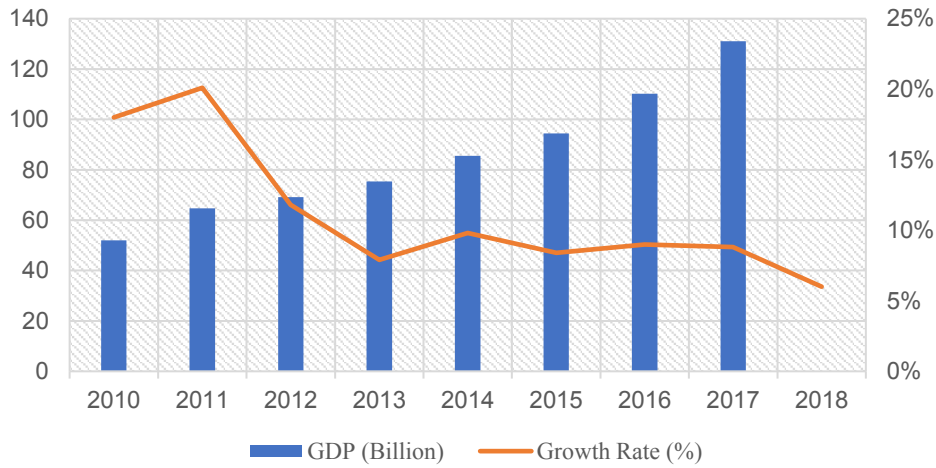
Source: Derived from Map of Province in China 450000 广西壮族自治区.svg (2007)

Qinzhou City

Qinzhou City, once belong to Guangdong Province and transferred to Guangxi in 1965, was located in the southern coast just nearby Leizhou City (Guangdong) with an area of 5250 square kilometers and urban population of 433,000.

On the economic perspective, Qinzhou City achieved the GDP for totaled 130.9 billion yuan (Figure. 3); 0.18 % of national GDP, and the DPI per capita for 3,3488 yuan (4846 Dollar), within which the third industry contributed for 71.9% for overall economic growth in 2018. Well-known for heavy and ocean-chemistry industries, Qinzhou City has developed a pattern characterized by new-energy, glassmaking, shipbuilding, oil-chemistry and IT businesses. Although the petrochemical industry was still the pillar industry of Qinzhou City leaded by China National Petroleum Corporation (CNPC), several chemical enterprises like Shanghai Huayi (Group) Company, Royal Vopak Co., Ltd. have entered the market with investment of over 10 billion dollars.

Figure. 3 GDP Performance and Growth Rate of Qinzhou City, 2010-2018



Note: Due to the adjustment of measurement method, GDP was not published and the growth rate was estimated by the first 10-month statistics in 2018

Sources: Statistic Bureau of Qinzhou City (2019)

On the tourism development perspective, Tourism Development Board of Qinzhou City published the Tourism Development Action Plan (2018-2025) emphasized that the vision of Qinzhou tourism development was "Beautiful Life"- to be the portal for ASEAN tourists. The mission statement reasserted that the importance of integrating tourism with other industries by increasing the tourism contribution to GDP. Two convergence were mentioned in the action plan. First, integrating tourism with manufacture (business) industry: Qinzhou possessed advantages of a harbor city providing industrial landscape such as port view and vast warehouses. Business travelers overseas have also become the emerging market in recent years. And second, the convergence tourism with agriculture industry: culture and village tourism were mentioned several times in the Three-year Action Plan (2019), Pubei County, which was famous for its Longevity Village title, in Qinzhou City was assigned as the experimental base for agricultural tourism. In addition, farm corporations were required to be not only the site for tourists but also tourism product provider in this district to ensuring the entire tourism routine was environmental-friendly and health.

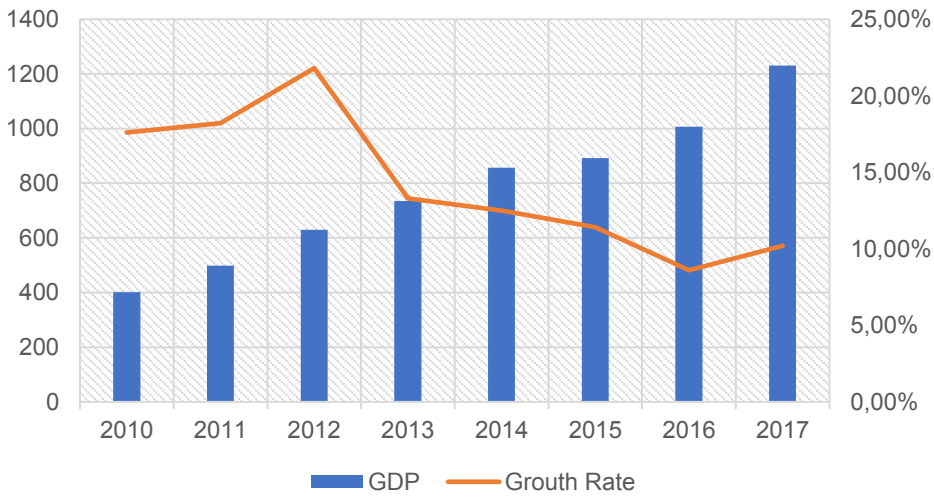
Beihai City

Located in 100-kilometre-southwest from Qinzhou City, with area of 3,337 square kilometer and population of 300,000, Beihai City shared similar condition with its neighbor. However, diverse government policy leaded these cities

heading into contrary way. In 1982, Beihai City were listed as one of the first opening cities in mainland China as a tourist city while Beihai City suffered financial bubbles in both estate and export trade industry in 1990s. As the only one city equipped with all four infrastructures in southwestern China: deep-water port, curfew-free airport, express and highway, Beihai now intended to deepen development of tourism industry imitating the way of Sanya and recover export economy as well.

On the perspective of economic, Beihai City have achieved a leap of GDP from one-billion-yuan level to one hundred billion yuan in the past 20 years (Figure. 4). The contribution of agriculture, manufacturing and leisure industries to GDP of Beihai continued adjusting to 16.6%, 48.1% and 35.3 %, respectively in 2018. Three main characteristics were mentioned in the 70th anniversary development report (2019): firstly, the modernization of the agriculture carried out 31.9 billion production value for GDP and, especially, supported other industries growth ; secondly, the convergence of manufacture industry focus on the cooperation of ocean and chemical industry with neighbor cities (like Qinzhou City); thirdly, high-end service industry boosted the integration of commercial estate with leisure industry.

Figure. 4 GDP Performance and Growth Rate of Beihai City, 2010-2018



Note: Due to the measurement method of GDP growth rate was improved in 2013, there was a huge gap between rate of 2012 and 2013.

Sources: Statistic Bureau of Beihai City (2019)

On the perspective of tourism development, opened in the year 1984, Beihai tourism industry has embarked on a new path of brand guidance, policy

promotion, project support and cooperation development, showing a trend of continuous high growth and becoming an important growth point of economic development and a leading industry of the entertainment industry. Especially, tourism industry contributed over 18% GDP in the last five years. Beihai City opened 29 air routes, 3 international ports and created 10 national 4A-level tourist sites attracting total 39.3 million domestic tourists and 160 thousand inbound tourists in 2018. In the Three-year Action Plan of Beihai Tourism Industry (2019), there were several initiatives identified, while the core was holistic tourism (all-for-one tourism). The holistic tourism covered industry integration (combination of tourism and industry and that of tourism and agriculture), and area collaboration tourism.

Conceptual Framework

A broad conceptual framework of the paper is elaborated in this section. In summary, it introduced several key definitions refer to the academic background of the study areas. Furthermore, it suggested that Qinzhou, as an emerging destination, should be cautious about the problems which Beihai City met decades ago.

Growth

Scholars made efforts to measure the growth, in the economic field, "the relationship between economic growth and the distribution of income is an important topic in macroeconomics" (Bruckner, 2018, pp. 366). "While there was ample room for growth driven by the accumulation of human and physical capital, opportunities for investment were rather limited for households at the bottom of the wealth distribution, since access to credit was not widespread" (Litschig & Lombardi, n.d., pp.6). Sachs and Warner (2001, pp. 1) state "the economics literature has linked corruption to greater income inequality, lower state bond ratings, less stringent environmental regulations, and importantly, slower economic growth".

Development

Regional Development

"The development of any region is a multi-criteria and multi-purpose process. The content of the regions development program always has many differences. There are many opinions for the definition of the concept of 'regional development/development of a region'. The development of the region is often considered from the point of view of different economic combination and social goals. In this case, the formation of the social-economic strategy is a single interacting complex of opportunities and abilities of business, authority and

society to collect, implement and develop the potential which provides a high level of a region's competitive ability. There is no doubt that certain unification is necessary while developing the strategy due to the fact that the entities of the Federation are the elements of the general social-economic, legislative, social-political state system and the state strategy should be bound to all the entities of the RF with which it interacts in a definite period of time or in the future" (Veselovsky et al., 2015, pp. 312).

Sustainable Development

Clark and Gallopin (2016, pp. 4570) "follow recent scholarship in encompassing the multiple UN goals under a broader conceptualization that sees sustainable development as the promotion of inclusive human well-being; this is to say, well-being that is shared equitably within and across generations and is built on the enlightened and integrated stewardship of the planet's environmental, economic, and social assets". "Sustainable development, including tourism, should meet stakeholder needs far beyond the simplistic dualism of those involved in supply and demand. Increasingly, communities that have a direct geographical, locational, political, or economic interest in tourism's development have been placed central in the needs-satisfaction equation" (Yasarata et al., 2010, pp.346). "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (WCED, 1987; p. 43). In this sense, if Sustainable Development (SD) is to be really "sustained" as development paradigm, two apparently divergent efforts are called for: Making SD more precise in its conceptual underpinnings, while allowing more flexibility and diversity of approaches in developing strategies that might lead to a society living in harmony with the environment and with itself. (Lele, 1991, pp. 618)

Tourism Development

"The development of tourism can have a positive influence on the lives of local and indigenous people, resulting in increased income, expanded employment opportunities, improved public infrastructure and facilities, as well as encouraging the promotion and preservation of their local culture" (Latip et al., 2018, pp. 392). "Tourism is also often seen as a form of long-term sustainable development for Indigenous communities as it appears to be compatible with their culture and connection to land and country, and offers opportunities for economic engagement in harmony with customary environmental and sociocultural practices" (Fletcher & Brueckner, 2016, pp.1102).

Tourism development is defined as "facilities and attractions designed to host large numbers of tourists. This type of development tends to be highly commercialized and offers minimal opportunities for contact and understanding between the hosts and the tourists. On the other hand, alternative tourism development is defined as development that is less commercialized and consistent with the natural, social, and community values of a host community. Alternative tourism developments tend to provide opportunities for relationships between locals and tourists" (Gursoy, Chi & Dyer, 2010, pp. 381).

Regional Tourism Development

"Although there is no single accepted definition of regional development, Pike et al. (2006) provide a good synthesis of the main approaches:

1 Promotion of development in all territories with the initiative often coming from below, similar to what in tourism would often be described as a community-based approach to planning or governance.

2 Decentralized, vertical cooperation between different tiers of government and horizontal cooperation between public and private bodies.

3 A territorial or locality-based approach to development. Territory refers to the delimited, bordered spatial units under the jurisdiction of an administrative and or political authority.

4 Use of the development potential of each area in order to stimulate a progressive adjustment of the local economic system to the changing economic environment. This is in opposition to the large industrial project (e.g. infrastructure, events) approach that often characterises traditional top-down development policies.

5 Ensure provision of the key supply-side conditions for the development and attraction of economic activity as opposed to financial support, incentives and subsidies" (Hall & Gössling, 2016, pp.39).

Mazzola (2013, pp.1) notes some considerations about the current role oftourism for regional development by focusing mainly on two aspects, the impact of the economic crisis together with the institutional changes derived from it and the new policy issues arising from the new framework.

Place Development

Place Development is defined as "A process of synergetic integration and co-evolution among the great subsystems making up a city (economic, social, physical and environmental), which guarantees the local population a non-decreasing level of wellbeing in the long term, without compromising the possibilities of development of surrounding areas and contributing by this

towards reducing the harmful effects of development on the biosphere" in Rinaldi (2017, pp. 1747)'s work. "Place development is an evolutionary process, involving building place structure, infrastructure and facilities; it is a process of change occurring over time. A place, on the other hand, is not just a destination but a meaningful location, or it is a way of understanding, seeing and knowing; it is attachment and connections with people" (Ashton & Scott, 2019, pp. 451).

City Development

"The 'city region' as an areal unit within which critical socio-environmental relations can be effectively contained, and, as such, a valuable focus for pursuing strategies for more environmentally sustainable forms of urban development. The planning tradition in particular has traditionally looked to the 'city region' as a focus for 'comprehensive' place development strategies. These days, the idea that public policy could 'comprehensively plan' complex urban areas has long been demolished. But yet both in aspirations and in practices, those involved in 'planning systems' find themselves at the sharp end of encounters between social, environmental and economic agendas as these are played out in particular places. They are thus unavoidably engaged with 'place development' activities" (Healey, 2013, pp. 832).

Sustainable Tourism Development

"Sustainable Tourism Development meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to the management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems. Value is added to the economy, society and environment simultaneously, and tourism can be further developed in a sustainable way" (Noordeloos, 2018, pp.133-135). "Sustainable tourism may be regarded most basically as the application of the sustainable development idea to the tourism sector – that is, tourism development that meets the needs of the present without compromising the ability of future generations to meet their own needs, or, in concert with Budowski's (1976) 'symbiosis' scenario, tourism that wisely uses and conserves resources in order to maintain their long-term viability. Essentially, sustainable tourism involves the minimization of negative impacts and the maximization of positive impacts" (Macleod & Gillespie, 2010, pp.18). "When sustainable tourism has been applied to the industry, more emphasis has often been given to tourism's effects upon the environment and economy, rather than to factors related to its effect on communities. This is ironic given that the definition in Our

Common Future (WCED, 1987) defined sustainable development largely in terms of a process whereby local communities' subjective needs should be met. This may be achieved through processes such as stakeholder involvement" (Hardy et al., 2002, pp. 491).

Emerging Tourism Destination

"An emerging tourism destination is conceptualized as a geopolitical area where tourism has just been accepted as a major socio-economic development tool and where the community has expressed willingness to leverage the tourism potentials to enhance their socio-economic well-being. Every destination has a cycle with unique stages and characteristics. An emerging tourism destination is characterized on the supply side by acceptance of tourism by government and the community as being strategic to the economic importance of the state; the introduction of strategies to actualize these visions (product design and development), the euphoria that accompanies the idea of having an identity as a tourism destination. On the demand side, there may be little or no awareness of destination by the market, lack of specific unique product to attract tourist, low visitor arrival, low tourist receipts, etc." (Esu & Ebitu, 2010, pp. 21-22). In emerging destination, "virtually no accommodating infrastructure, the allure of the exotic and unknown, and the unlikely prospect of meeting other travelers. Trade stores had been established at widely scattered locations and the only other significant European-style constructions belonged to the missions. They usually offered little in the way of physical comfort to the visitor" (Douglas, 1997, pp. 7). However, there is similar definition in Destination Life Cycle Theory, "Lundberg (1990) proposes the notion of a "pre-tourism" phase or a period when residents have little or no exposure to tourism. Thus, Mathieson and Wall recognized in 1982 the theoretical 'underdevelopment' of the theory on resident attitudes and Ap reasserted that the literature on resident perceptions remains 'underdeveloped' in 1992" (Hunt & Stronze, 2006, pp.284).

COMPARISON AND DISCUSSION

Tourist Arrivals and International Tourist Expenditures

According to the annual reports of two cities, there were a significant raise on the perspective national tourist arrivals in the past nine years (Table.1). The national arrivals of Qinzhou City were just half the size of Beihai City in the first five years. Nevertheless, there was boost of tourist arrivals to Qinzhou City in 2015, which was promoted by the new industrial park associated the ASEAN countries and new "tax-free" financial zone. Since then, due to continually carrying out the holistic tourism plan, Qinzhou City still kept a positive performance on arrivals

growth. On the contrary, the arrivals in Beihai City has maintained a stable growth at over 2,000,000 per year. In 2016, Government of Beihai City turned back to focus the development of tourism and achieved a great rise of national arrivals. As for the perspective of international tourist arrivals (Table. 2), there were continuous rises in both two cities, while the arrivals of Qinzhou City were still as half as that of Beihai. The ASEAN Expo did not motivate more global tourists to these two cities.

Table 1 Comparative performance of the tourism industry in terms of national tourist arrivals, 2010-2018

Years	*Qinzhou (10000) a*	*Beihai (10000) b*	*China (10000) c*	*a/c (%)*	*b/c (%)*
2010	469.33	938.43	210,000	0.22	0.45
2011	570.42	1100.79	264,000	0.22	0.42
2012	692.74	1311.2	296,000	0.23	0.44
2013	774.25	1521.16	326,000	0.24	0.47
2014	868.31	1770.67	361,000	0.24	0.49
2015	1077.07	2143.69	400,000	0.27	0.54
2016	1801.21	2473.24	440,000	0.41	0.56
2017	2564.3	3069.82	500,100	0.51	0.61
2018	3649.31	4400 (estimated)	553,900	0.66	0.79

Sources: Guangxi Statistic Yearbook (2019); China Statistic Press (2019)

Table 2 Comparative performance of the tourism industry in terms of international tourist arrivals, 2010-2018

Years	*Qinzhou City*	*Beihai City*
2010	24367	73008
2011	35630	83073
2012	41631	98759
2013	46112	115820
2014	50312	120938
2015	53573	129053
2016	61916	135563
2017	68793	145410
2018	76100	160600

Sources: Guangxi Statistic Yearbook (2019); China Statistic Press (2019)

Alone with relatively low the international tourist arrivals, the expenditure of international tourist was not high (Table. 3). Two main factors were mentioned

in Annual Beihai Government Submissions (2015): relatively short stays and low prices. As the positive side, low prices in these cities were attractive more national tourists from neighbor poor districts.

Table 3 Comparative performance of the tourism industry in terms of expenditure of overseas visitors, 2010-2018

Years	*Per Capita International Expen. i Qinzhou City (yuan)*	*Per Capita International Expe in Beihai City (yuan*	*Per Capita Domestic Tourist Expen. in China (Yuan)*	*Per Capita International Touris Expen in China (Yuan*
2010	2,294	2,023	598.2	1,311
2011	2,058	2014	731	1,383
2012	2,022	2193	767.9	1330
2013	2,044	2303	805.5	1372
2014	2151	2411	839.7	-
2015	2227	2422	857	-
2016	2620	2729	888.2	-
2017	2721	2822	913.03	-
2018	-	-	-	-
Average				

Note: The statistic of 2018 was not published in the yearbook.

Sources: Beihai City Statistic Yearbook (2019), Qinzhou City Statistic Yearbook (2019).

Whereas, Qinzhou City suffered a fierce fluctuation in the investment on hospitality industry since 2010 (Table. 4). The tourism market was indicated as immature and lack of government control. A serious decline was witnessed in 2018 although the national tourist arrivals was predicted to be rise in next year.

Table 4 Performance of the investment on hospitality industry in Qinzhou City, 2010-2018

Years	*Qinzhou City (%)*
2010	630.5
2011	48.2
2012	16.82
2013	120.4
2014	-45.7
2015	90.1
2016	24.7
2017	60.1
2018	-70.9

Note: There was no statistic of Beihai in this section.

Sources: Qinzhou City Statistic Yearbook (2019).

The table given above suggests that there were more than six times increase in the tourism investment in Qinzhou City in 2010. This dramatic increase in the tourism investment was due to the development policy of national government. In 2010, central government of China defined Qinzhou City as the free trade center-zone. For achieving the goal of the free trade center-zone, the central government established a set facilities such as expo center, yacht harbor for cruise tourism, accommodation facilities, etc. in cooperation with private sector. In conclusion, Qinzhou put forward the Holistic Tourism Plan much earlier and acquired the first-move-advantage in the region development. While Beihai City still lead a significant advantage of national tourist arrivals. In respect of international tourism, despite benefit more from the early opening policy since 1984, Beihai City still trapped by the low-expenditure of international tourist. Therefore, as a late-comer, Qinzhou City should notice the capacity problem from tourism industry investment and enhance the expenditures of international tourists.

Tourist Receipts and Contribution to GDP

Although tourism industry was identified as the main contribution to GDP growth both in Beihai and Qinzhou 70th Anniversary Report (2019), the proportion of tourist receipt in GDP and the general trend were not clear indicated. In common, tourism receipt was measured by "dollar" (Table. 5) while GDP was measured by local currency - "yuan". To estimate the contribution to GDP, tourism receipt was exchanged by the rate of that year (Table. 6).

Table 5 Comparative performance of the tourism industry in terms of international tourism receipts (10000 dollars), 2010-2018

Years	*Qinzhou (10000 dollars)*	*%*	*Beihai (10000 dollars)*	*%*	*China (10000 dollars)*	*%*
2010	5589	-	14768	-	4,581,400	-
2011	7334	31.2%	16728	13.2%	4,846,400	5.8%
2012	8418	29.5%	21662	29.5%	5,002,800	3.2%
2013	9332	10.9%	26677	23.2%	5,166,400	3.3%
2014	10822	16.0%	29164	9.3%	5,690,000	10.1%
2015	11929	10.2%	31259	7.2%	113,650,00	99.7%
2016	16221	36.0%	36992	18.3%	127,100,00	11.8%
2017	18719	15.4%	41032	10.9%	123,400,00	-2.9%
2018	23386	25.0%	51136	24.6%	127,100,00	3.0%

Sources: Beihai City Statistic Yearbook (2019), Qinzhou City Statistic Yearbook (2019).

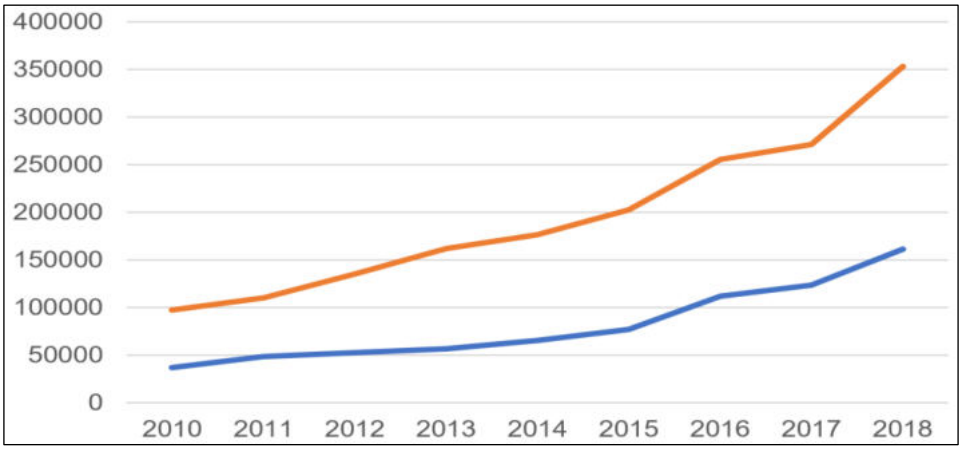
When Table 5 is analyzed critically, it is obvious that there was a 99.7 percent increase in the international tourism receipt of china in 2015. This sudden dramatic increase in the international tourist receipt of China seems not to be normal. In fact, it can be explained only by the change of measurement method of international tourist receipts. According to the Notice of the fourth quarter in 2015 published by State Administration of Foreign Exchange, the measurement of international tourism receipts had been adjusted by National Tourism Bureau.

Table 6 International Tourism receipts and exchange rate of each year (yuan), 2010-2018

Years	*Qinzhou City (yuan)*	*Beihai City (yuan)*	*Exchange Rate (yuan)*
2010	37010.36	97793.7	6.91
2011	48477.74	110572.1	6.61
2012	52612.5	135387.5	6.91
2013	56645.24	161929.4	6.49
2014	65473.1	176442.2	6.05
2015	77419.21	202870.9	6.07
2016	112087.1	255614.7	6.25
2017	123732.6	271221.5	6.61
2018	161597.3	353349.8	6.62
2019			

Sources: Statistic (2019) Money and Banking Statistics, Exchange Rate; the People's Bank of China, Statistic and Analysis Department (2019); Beihai City Statistic Yearbook (2019), Qinzhou City Statistic Yearbook (2019).

Figure 5 Comparative performance of the tourism industry in terms of international tourism receipts (10000 yuan), 2010-2018



Note: The original statistic measurement was exchange from "dollar" into "yuan" by the rate of that year.

Sources: Beihai City Statistic Yearbook (2019), Qinzhou City Statistic Yearbook (2019).

A comparative performance of tourism receipts in “yuan” of two cities (Figure. 5) revealed that the size of Qinzhou City was less than half that of Beihai City since 2010. In this case, the tourism industry contribution of GDP in Qinzhou City was possibly lower than that in Beihai City. Besides, the linear trend indicated a greater gap between these two cities. Tourism receipts of Qinzhou City kept a stable but slow growth while that of Beihai City was relatively sharp in recent years. Although GDP index of these two cities was close, the contribution share of tourism industry to GDP was far from the other (Table.8). Based on calculation of the statistic, a significant dissimilar contribution proportion was suggested that, tourism receipt contribution to GDP of Qinzhou City was far from half that of Beihai. During 2015 and 2016, the contribution rate was suddenly rise, while the export-import growth rate in this period severely descended from positive 51.1% in 2014, to 9.2% and then to -23.5% in 2016. Therefore, the sharp rise of contribution rate to GDP was based on the background of recession of other industry, such as foreign trade. Furthermore, Qinzhou government suffered a decline of 5.1% on fiscal revenue in 2016, even though tourism receipt contribution rate was high. In other words, tourism receipt did not contribute that much as the statement in government report, and the development of tourism industry did not resolve the problem from trade recession. Similarly, a severe recession of 20.9% was also witnessed in foreign trade sector and GDP growth rate was also drop down by 3%, even though tourism receipts of Beihai City performed a high contribution to GDP in 2016. Whereas, promoted by the strong development of financial investment and tourism, Beihai government still achieved a growth on fiscal revenue.

Table 8 Comparative performance of the tourism industry in terms of tourism receipts` contribution to GDP (%), 2010-2018

Years	*Qinzhou City (%)*	*Beihai City (%)*	*China (%)*
2010	0.711	2.436	0.74
2011	0.750	2.219	0.66
2012	0.761	2.149	0.58
2013	0.752	2.203	0.53
2014	0.766	2.060	0.54
2015	0.820	2.274	1.08
2016	1.017	2.539	1.19
2017	0.945	2.205	0.99
2018	-	-	0.98

Note: The statistic of 2018 was not published in the yearbook.

Sources: Beihai City Statistic Yearbook (2019), Qinzhou City Statistic Yearbook (2019).

Table 9 Composition of National Economy, Qinzhou and Beihai Cities (%), 2014-2018

Years	*Sectors*	*Qinzhou (%)*	*Beihai (%)*	*China (%)*
2018	Agriculture	19.0	16.6	7.2
	Industry	41.3	48.1	40.7
	Services	39.7	35.3	52.2
2017	Agriculture	20.1	6.2	7.9
	Industry	47.7	52.5	40.5
	Services	34.4	41.3	51.6
2016	Agriculture	17.9	17.4	8.6
	Industry	43.7	51.2	39.8
	Services	36.2	31.4	51.6
2015	Agriculture	21.7	18	9.0
	Industry	40.4	50	40.5
	Services	37.9	32	50.5
2014	Agriculture	22.7	17.7	9.2
	Industry	39.6	53.1	42.6
	Services	37.7	29.2	48.2

Sources: Beihai City Statistic Yearbook (2019), Qinzhou City Statistic Yearbook (2019).

Above all, there were a steady growth of tourism receipt in Qinzhou City though, the contribution of which was not effective enough to the GDP growth. Beihai city was faced on the similar problem, even the contribution share was as double as that of Qinzhou. Hence, the 70th Anniversary Report of these two cities was over-

estimated the impact of tourism development. So far, tourism industry was not main-force in industry integration, and especially, Qinzhou City needed more efforts to transfer the tourism receipt into the contribution to GDP.

CONCLUSION

This study suggests that, even believed as a strong force pushing the economic growth, the impact of tourism industry in Qinzhou and Beihai City was actually not enough effective. Relatively low tourism receipt and fierce fluctuant tourism investment restricted the development of tourism industry in Qinzhou City. Even more serious, the problem has become persistent without strict government management since 2010. In spite of early opened in 1984, Beihai City still suffered the question of lacking international influence. Due to keeping a low international tourist expenditure, rapid growth of tourist arrivals did not bring in high international tourism receipt. Tourism receipt generated a positive impact on growth of GDP and government fiscal revenue but still not enough.

The content analysis of the relevant documents reveals that there are no data and information about domestic tourist expenditure in Q and B cities. Given the fact that China with 1.4 billion population and stable economic growth rates for over a decade, China has a huge potential for both domestic and international outbound tourism. These cities should also collect a reliable and valid data about domestic tourist expenditure so as to prepare a strategic tourism development plan at place level for achieving a better level of sustainable development.

Moreover, there are challenges of tourism development in both Qinzhou and Beihai city. First, lack of human resources limits the long-term tourism development of these two cities. Especially, the lack of skillful tourism workers directly leads to the decline of service quality. Second, being lack of infrastructure, tourists to Qinzhou city have to rely on assist of the air hub in Beihai. Third, reflected with the fluctuation of the hospitality investment, there is still an uncertainty of local capital in Qinzhou city. Last but not less, the lack of sustainable development approach to tourism has A further complication for these two destinations, the development of tourism resorts effects the habitats of mangrove forest.

However, this study was based on the tourism industry itself and the impact to the general economy development. The relationship between tourism and other industry, such as manufacture and agriculture was seldomly mentioned. A further study should consider the impact of other industry to tourism.

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THE IMPACT OF TEAM CREATIVITY ON ORGANIZATIONAL AMBIDEXTERITY

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INTRODUCTION

Team creativity is defined as the generation of creative solutions among a group of people working interdependently on one team task (Peng, Wang, & Chen, 2019). Team creativity processes bring together ideas from an extensive range of sources (creative inputs) in developing new outcomes. Individual dispositions, creative abilities, task-related skills, and motivations play important roles in understanding team creativity (Yuan, 2017, pp. 17-18).

Organizational ambidexterity describes the ability of organizations to exhibit both exploration and exploitation behaviors simultaneously. Organizational ambidexterity is a leader's ability to adjust the organization to remain competitive by being efficient at managing current demands while simultaneously being adaptive to changes occurring in the environment (Reynolds, 2014, p. 3).

There are various researches on the team creativity and organizational ambidexterity separately, however insufficient research exists on the impact of team creativity on organizations achieving ambidexterity. Thus, this paper aimed to contribute to fill this gap, and investigate the impact of team creativity on organizational ambidexterity.

LITERATURE REVIEW

Team creativity is the generation of new ideas on organizational works by a team of employees working together (Kim, Park, & Kim, 2019). Team creativity involves team process through which team members collectively generate innovative ideas, share, and critique together (Mo, Ling, & Xie, 2019).

Organizational ambidexterity is an organization's ability to effectively balance conflicting pressures (Li, 2014; Raisch & Birkinshaw, 2008; Tirado, Tena, & Guillen, 2019). Organizational ambidexterity allow actors to take advantage of existing knowledge and competencies (exploitation), work within existing constraints, explore innovative practices, and experiment with new knowledge and practices (exploration) to increase efficiency and efficacy (Bingham & Burch, 2019). An organization needs both exploitation and exploration to perform well over time. Thus, an organization's long-term success and viability are reliant on its capacity for ambidexterity (Chen & Liu, 2019).

Team creativity plays an essential role in ambidexterity for organizations facing complex challenges (Li & Cui, 2018).

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METHOD

This is a quantitatively designed research. Survey data were collected from 417 randomly selected respondents working in hospitality and tourism enterprises operating in the province of Baku, Azerbaijan. Explanatory Factor Analysis and linear regression were employed for the data analysis.

RESULTS AND DISCUSSION

Results demonstrated that there is a positive, significant, yet weak relationship between encouragement (β = 0,091, p = 0.085) and creativity (β = 0,091, p = 0.086) components of team creativity and organizational ambidexterity (R^2 = 0.018, p = 0.152). However, the "inspiration" and "support" components of team creativity had no statistically significant effect on the organizational ambidexterity.

CONCLUSION

Results showed that team creativity has impact on ambidexterity in organizations. Creativity in teams is the premise for continuous improvement in organizations. And, leadership plays an important role on team creativity (Luu, Rowley, Dinh, Qian, & Le, 2019). When management rewards team members for the innovations and risk situations, organizations can better achieve ambidexterity. Thus, managers should have the ability to form goal oriented and well diversified teams, and inspire subordinates with organizational vision and team goals.

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A CONTENT ANALYSIS ABOUT TOURISM LITERATURE: A RESEARCH ON Q1 JOURNALS

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Abstract

This research was prepared in 2019 to identify the study subjects of 25 published papers in the Q1 class in the field of tourism. In the aim of the research, 2203 titles of the study were covered and the data were analyzed with the help of Nvivo package program. As a result of the analysis, Cities is the most article publishing journal in the 'Journal Rankings on Tourism, Leisure and Hospitality Management' database in which 25 journals are published, on the other hand, the least articles published in Research in Transportation Business and Management Journal. In addition, the most used words in the articles examined in the study were 'tourism', 'hotel', 'analysis', 'urban' and 'social'. As a result of the research findings, suggestions were made for academics and researchers working in the field.

Keywords: Tourism, article, Q1 journal, content analysis.

INTRODUCTION

Tourism started with the compulsory travel activities, which were luxurious and could be only benefitted by the wealthy and elite people in the past. Now, it has become a need because of the phases it had. The Industrial Revolution increased the welfare and technological developments paved the way for tourism, it started to make tremendous impact in the world economy. Because of the transformations and the changes it had its changes on socio-cultural and economic structures has increased, while it has become an industry eventually. These innovations changed its perception in the science world. Tourism which became a leading sector brought out the truth that it became government policy and required educated and skillful labor force. This situation led a specific education in tourism and a scientific approach to tourism (Çallı, 2015).

As tourism is one of the fastest growing sectors in the world thanks to the technology and economy, it affects tourism literature in the academy, as well. In this context, constantly increasing tourism journals have become one of the indispensable communication channels for academics and researchers who are working in the tourism literature (Xiao & Smith, 2006). Also, this trend has increased the number of the tourism faculties and doctorate programs that have started the arguments whether it is a discipline or not (Çallı, 2015). Sectorial and industrial development of tourism has been reflected on tourism education and scientific knowledge in tourism has increased as

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well. This has caused to analyze tourism as a discipline (Sert & İkiz, 2012). According to Jansen-Verbeke (2009) tourism was accepted as a field of research and standalone academic community after 90s (as cited in Taillon, 2014, 1). Moreover, the epistemological knowledge in tourism has been growing since then (Taillon, 2014). This knowledge has been tracked by the journals. One of the earliest studies in the field of tourism was written by Burnett, Ysal & Jamrozy (1991). Burnett, et al. (1991) examined the geographical distribution of the researchers and the regions in which the researches were examined. Xiao & Smith (2006) discussed the main themes, methods and theories of the articles in Annals of Tourism Research. Law & Cheung (2008) analyzed the content of the publications in the journals and presented suggestions for the development of Chinese tourism. Journals track the changes and provide insight into the growth and development of research in tourism (Ballantyne, Packer, & Axelsen, 2009).

There are many reseach types in tourism and researchers classify them into four categories which are descriptive research, experimental research, predictive research, and smilutive research or modelling (Cook, Hsu, & Marqua, 2016).

Qualitative research became popular in the social sciences in the late 1900s. It is hard to define qualitative research as it covers all the bases of other disciplines. Ethnography, case study, content analysis are some of the terms the qualitative research covers. In a qualitative research, a researcher is expected to ground a theory. In other words, it is expected to find some unknown facts using the gathered information. This requires researcher to be flexible while reshaping the research process. Qualitative research mainly uses three methods. They are interviewing, observation, and document analysis methods. Document analysis can be used with the other methods for the data triangle or it can be used alone in a qualitative research (Yıldırım, 1999). Tourism has become a multidisciplinary science as it consists of many different disciplines because of its importance (Xiao & Smith, 2006). Although there are many multidisciplinary studies in tourism it is still unclear which studies are focused. Determining those studies is expected to give insight into the growth and development of the studies in tourism. Despite there are many studies published on the national and international journals throughout the world. It is aimed to reach the most qualified studies by focusing on the studies published on Q1 journals. This study analyze the evolution of tourism studies and takes place in literature from this aspect.

METHOD

Sample and Data Collection

The qualitative research design was used in this study. As it contains the year and the title of the articles for the research questions, it can be described as a descriptive research (Zikmund, 2003). The universe of this study contains 25 journals in Q1 class in the database of *'Journal Rankings on Tourism, Leisure and Hospitality Management'.* Their impact factors are between 3.176 -0.821. Special issues of the articles were included; however, the rest of them which are research notes and book reviews were excluded. Especially, the articles which were published in the most qualified journals in 2019 were preferred in the study.

Evaluation of Data

Titles of the 2203 articles in the 25 journals in Q1 which were stated above were analyzed by using NVivo 10 Software by December 2019. The most frequent words have been found to give an idea about the growth and development of research in tourism discipline. The articles which have been used in this study are quite important as they represent the current accumulation of scientific knowledge in tourism.

FINDINGS

The names and impact factors of the 25 journals with the number of the published articles are shown in the Table 1. It is clear from the table that the journal which has the highest impact factor is 'Journal of Travel Research' with the rate of 3.176. 'Cities', which published 284 articles, is the highest publishing journal. Besides, the journals which are 'International Journal of Hospitality Management', 'International Journal of Contemporary Hospitality Management' and 'Tourism Management' have published more than 200 articles in 2019. On the contrary, the journal of 'Research in Transportation Business and Management' has published only 13 articles which is the least publishing journal in 2019. Also, it has been understood that 'Scandinavian Journal of Hospitality and Tourism', 'European Sport Management Quarterly', 'Leisure Sciences', 'Cornell Hospitality Quarterly', 'Journal of Service Management', 'Journal of Vacation Marketing', 'Tourism Geographies' and 'Tourism Recreation Research' have published 40 articles and 6 studies in 2019.

Table 1: Impact Factors of The Journals In Q1 and Number of The Articles They Pulished in 2019.

Name of the Journals	Impact factor	Number of the articles
Journal of Travel Research	3.176	87
Tourism Management	2.924	211
Annals of Tourism Research	2.180	95
International Journal of Hospitality Management	1.999	241
Journal of Hospitality and Tourism Research	1.896	50
International Journal of Contemporary Hospitality Management	1.849	227
Current Issues in Tourism	1.843	104
Sport Management Review	1.769	52
Cities	1.440	284
Journal of Travel and Tourism Marketing	1.437	75
Journal of Sustainable Tourism	1.365	102
Journal of Hospitality Marketing and Managemet	1.360	44
International Journal of Tourism Research	1.324	72
Journal of Service Management	1.292	33
European Sport Management Quarterly	1.280	27
Applied Geography	1.249	119
Scandinavian Journal of Hospitality and Tourism	1.207	24
Cornell Hospitality Quarterly	1.158	30
Tourism Geographies	1.140	37
Journal of Vacation Marketing	0.990	33
Tourism Management Perspectives	0.974	99
Lesiure Sciences	0.960	29
Research in Transportation Business and Management	0.902	13
Tourism Recreation Research	0.884	37
Journal of Hospitality and Tourism Management	0.821	78
	Total	**2203**

The data in Table 1 are shown in Graphic 1 as well.

Figure 1: The Numerical Distribution of The Published Articles in Q1 Journals.

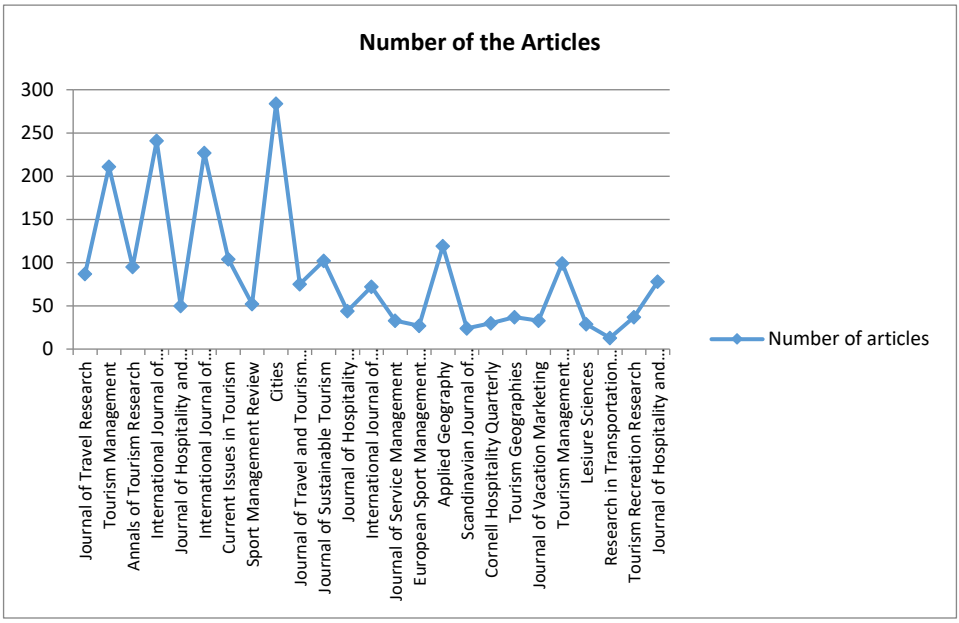

Table 2: Word Frequency Statistics

Rank	Word	Frequency
1.	Tourism	490
2.	Hotel	189
3.	Analysis	151
4.	Urban	149
5.	Social	142
6.	Hospitality	141
7.	Role	127
8.	Study	125
9.	Case	123
10.	Service	121
11.	Destination	113
12.	Development	102
13.	Tourist	101
14.	Experience	90
15.	Industry	90
16.	Approach	89
17.	Based	88
18.	Customer	87
19.	Effects	87
20.	Performance	86
21.	Model	84
22.	Travel	83
23.	Using	80
24.	Management	79
25.	China	78
26.	Research	76
27.	Value	76
28.	Evidence	75
29.	Brand	71
30.	Satisfaction	71

The word frequencies for the "cleaned" text data are shown in Table 2. Not surprisingly, "tourism" (n = 490) has the highest word frequency. "Hotel" (n = 189) ranked second; and "analysis" (n = 151) and "urban" (n = 149) ranked third and fourth respectively. It is surprising that China ranked 25th (n = 78). This result suggests that most of the studies were conducted in the sample of Chinese destinations. When the results of the study are examined, it is noteworthy that expressions for tourism and destination marketing are used in general (i.e. destination, experience, service, customer, brand, satisfaction).

Picture 1: The Word Cloud of the Studied Articles.

RESULTS AND DISCUSSION

This study has been conducted by using the sample of articles which were published in 25 journals in Q1 in the database of '*Journal Rankings on Tourism, Leisure and Hospitality Management*' in order to follow the current trends and determine the most studied topics in tourism literature. This study offers theoretical contributions to the literature.

One of the most important contributions of this study is that it contains all of the Q1 class journals. Such a comprehensive study has not been found in literature. Another theoretical contribution is that the data collected are based on 2019. Tourism is in a continuous change and evolution (Bryan, 1992; Tang & Tan, 2015; Andrades & Dimanche, 2017) affect the topics which are studied in tourism directly. Studied topics can provide insight into the point to which tourism has reached and to its expectations, and problems.

Data gathered from the articles have shown that the most frequent terms which have been used are tourism, hotel, and city. Furthermore, it is clearly seen that destination, experience, satisfaction, and the terms related to marketing are predominantly used. In this century, marketing activities of destination management organizations (DMO's) play an important role on purchase decision process of tourists (Pike & Page, 2014; Line & Runyan, 2014; Murdy & Pike, 2012). The findings support the literature as well. Ballantyne, et al. (2009) in a similar study conducted on 12 different journals with high impact factor in the field of tourism, they identified that the presence of tourist and destination-oriented studies in the early 2000s. A similar result can be said to have been obtained in this study. Furthermore, Büyükşalvarci & Keleş (2019) conducted a classification study based on the topics of graduate theses written in Turkey and determined that they mainly studied tourism and sustainability-themed theses. Although sustainable tourism is a very important concept in the literature (Chia-Li, 2019; Tosun,

2001) the first 30 words in this research do not include a concept related to sustainability. Moreover, it has been determined that the term 'China' was used in 78 articles. It can be inferred from this result that the most studied destination is China.

This study has been completed by using 25 Q1 journals. In the further studies, the journals about Hospitality, Leisure, Sport and Tourism in the ISI Web of Science index can be studied and the results can be compared with this study. In addition, comparing graduate study thesis in Turkey and the results of this study would be of great importance to determine the similarities and differences between the studies in Turkey and other countries.

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THE EFFECT OF DIGITAL LEADERSHIP IN VIRTUAL ORGANIZATION

Ali Şükrü ÇETINKAYA **

INTRODUCTION

Companies are increasingly becoming digitalized and reorganized into new forms of digital organizations (Liao, 2017). Digital transformation is rapidly and fundamentally changing existing businesses and considered to be a prime challenge for leadership in organizations (Zeike, Bradbury, Lindert, & Pfaff, 2019). Digital technologies have an influence not only on the area of information technology but also on how businesses are managed (Oberer & Erkollar, 2018). Thus, organizations need digital leadership to create a clear and meaningful vision for the digitalization process and the capability to execute strategies to actualize it (Zeike et al., 2019).

Virtual organisations are temporary alliance of organisations that come together to share skills or core competencies and resources in order to better respond to business opportunities and whose cooperation is supported by computer networks. (Lee, Eom, Kim, & Katerattanakul, 2007, pp. 2-3). Virtual organizations' success mainly depends on its digital leadership. Though its importance, there is a gap in this research field. Thus, this empirical research aimed to investigate the effect of digital leadership on virtual organization.

LITERATURE REVIEW

Virtual Organizations

Virtual organisations are geographically dispersed organizations comprised of autonomous, semi-independent, common interested partners, each of which has a range of capabilities and resources at their disposal (Harding & Swarnkar, 2013). Virtual organization can be a single organization that supplies network as permanent, or it can be a partnership of many independent companies that work for a specific project or share information (Altuntaş & Kurgun, 2013; Jansen, Steenbakkers, & Jagers, 1999).

Virtual organizations have no boundaries and enable doing business all around the world. They share resources, abilities, knowledge and information with its partners through virtual facilities without the need of gathering at a common location. Virtual employees and virtual teams do not need any space in an office. Companies can make virtual partnership and conduct projects using virtual platforms. In this case, companies are able to pool their resources and skills to create competitive advantage (Choudhary, Harding, Tiwari, & Shankar, 2019). Responsiveness to the customers is higher in virtual organizations compared to traditional ones. By means of being highly flexible, virtual organizations have a greater responsiveness capability (Grimshaw & Kwok, 1998, pp. 64-65-66) .

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Purpose, connectivity, technology, boundary, business process, and people are main dimensions of virtual organizations (Håkonsson, Nielsen, Snow, & Ulhøi, 2009). Purpose is the desired organizational objective; connectivity is the communication between the members; technology is the role of technology in the organizational design, boundary is the barrier between the firm and the outside world; business processes are the tasks that performed by the workers and teams, and people refers to the members of the organization (Shao, Lee, & Liao, 2000).

Digital Leadership

Digital leadership is a leadership style of an organization that requires a core competence in communication, computing, content and telecommunication (Mihardjo, Sasmoko, Alamsjah, & Elidjen, 2019). Digital leader is the person who has leadership capabilities and capacities that can maintain the environment of creativity by maximizing the technology and digital capability (Wasono & Furinto, 2018).

Digital leadership consists of an integration of culture and digital competence to utilize digital technology as part of the leadership style to generate value to the firm. Thus, digital leadership styles require from a leader having creative, innovative, deep knowledge, strong networking, collaboration, loyal participation, global vision, inquisitive, and profound characteristics (Mihardjo et al., 2019; Wasono & Furinto, 2018).

Digital leaders have to be creative and innovative in their mindsets. They expected to be more courageous in terms of risk taking. They must carry a soul of an entrepreneur, must have networking ability and social skills. In addition to that, information technology, project management and technical skills are compulsory to have in hand besides all the other skills (Dinh et al., 2014). As Oberer and Erkollar (2018) stated, the main elements determining digital leaders are organizational objectives, people, change, output, mistakes and conflicts, communication, as well as innovation.

METHOD

This is an empirically designed research. Survey data were collected from 254 randomly selected respondents working in hospitality and tourism enterprises operating in the tourism destinations in Antalya and Muğla in Turkey. Explanatory Factor Analysis and linear regression techniques were employed for the data analysis.

RESULTS AND DISCUSSION

Results revealed that there is a positive and significant relationship between "leader teaching technology" (β = 0.642, p = 0.000) component of the digital leadership construct and "flexibility" component of the virtual organization construct (R^2 = 0.118, p = 0.000). Similarly, there is a positive, significant, yet weak relationship between "leaders use of technology" (β = 0.165, p = 0.027) components of the digital leadership construct and "working with others" component of the virtual organization construct (R^2 = 0.031, p = 0.064).

CONCLUSION

Results showed that digital leadership has partial impact on virtual organization. Leadership in organizations plays a major role on employee behaviors (Luu, Rowley, Dinh, Qian, & Le, 2019). When leaders inspire their subordinates by using technology and teach them how to use technology, there is statistical evidence that, organizations will become more virtual organizations. Thus, managers should have the ability to use and teach technology in organizations.

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EFFECTS OF SETTLEMENTS AND RECREATIONAL ACTIVITIES ON GÖLLER HIGHLAND

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Abstract

Considering sustainable tourism as a broad endeavour to make all forms of tourism sustainable, in this research we try to shed a light onto current developments in one of the most prominent highlands in Mediterranean region. In this research, Göller Highland is chosen to explore effects of highland settlements on ecological environment. Acknowledging multi dimensionality of sustainability, this study focuses on environmental sustainability in highlands. One of the most important tourism activities in Turkey, i.e. *Highland Tourism* is discussed with multidisciplinary lenses. When nature based tourism activities in developing countries are studied, it may not be surprising to find that vast majority of them do not fall in line with sustainable tourism practices. With increasing tourism activities, Turkey can be considered one of these destinations that need significant improvements to make tourism activities more sustainable. In order to better grasp details of current situation in highlands, conventional research methods do not seem to be appropriate because of the limits in terms of financial resources and time. Therefore, visual research methods are chosen to analyse developments and changes. Analysis of Landsat imagery shows that in the last three decades the area faced dramatic changes in terms of land use. From 1987 to 2019 the land for cultivation shrank in unprecedented levels and residential areas grew exponentially. These changes are discussed in the light of sustainable tourism development.

Key Words: Sustainability, Sustainable Tourism, Göller Highlands, Landsat Imagery

INTRODUCTION

Eventhough sustainability is one of the highly discussed concepts in tourism literature, it may be surprising to see that prior to 1990s it was hardly mentioned (Weaver,2012). After the adoption of the term 'sustainable tourism', a dramatic increase in published articles can be observed. However, there were confusions about the meaning of 'sustaiable tourism'. In his article Butler (1999) highlights ambiguities around the concept and criticizes the tacid acknowledgements for it. While discussing various understanding and implementaions of sustainable tourism, Hunter (1997) observes that researchers interpret sustianability on a continuum from strict ecological protection to strict economic development. Then he concludes 'perhaps the most appropriate way to perceive sustainable tourism is not as a narrowly-defined concept reliant on a search for balance, but

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rather as an over-arching paradigm within which several different development pathways may be legitimized according to circumstance'(Hunter,1997: 859).

After devoting great time and effort on debates about sustainable tourism and/or mass tourism, finally the dust settled, as stated by Clarke (1997) research on sustainable tourism has evolved into an endevour to make all forms of tourism sustainable. This evolution can be observed in Tourism and the Sustainable Development Goals (2015) shared by The World Tourism Organization (UNWTO) as a common vision for tourism development. Therefore, we might say that sustainable tourism can be understood ' as a normative orientation that seeks to re-direct societal systems and behaviour on a broad and integrated path toward sustainable development' (Bramwell, Higham, Lane, & Miller, 2017:2). It aims to sustain economic contribution of tourism and use of resources and environment (Liu 2003).

In this research, sustainability is considered as a broader approach to make all forms of activities more sustainable. As mentioned by Torres-Delgado and Palamaque(2014) measurement of sustainable tourism development is not an area for universal agreement.Hence, as an interdiciplinary research endevour to contribute sustainable tourism development, in this article we will look into rapid developments in Göller Highlands. When discussing the effects of tourism development on natural resources, Hunter,(1997) states 'it is impossible to imagine any kind of tourism activity being developed and then operating without in some way reducing the quantity and/or quality of natural resources somewhere' (858).

LITERATURE REVIEW

Highlands in Turkey

While in various countries nature based tourism activities are conducted in a more sustainable manner, these activities seem to be less sustainable in developing counties such as Turkey (Alaaddinoğlu & Şerement,2016). *Highland Tourism* can be considered a type of nature based tourism which is not necessarily follow sustainable development paths in Turkey. The Turkish word *Yayla* stands for Highland. These days, in various parts of Turkey, individuals own a summer house in highlands. While in some highland settlements, lodging and hospitality services are provided, many highlands keep expanding as places to host summer houses for people who arrive from cities and towns. Three decades ago, prominance of highlands in daily life in Turkey was observed by Hoehfeld(1989) as 'without doubt the most widespread form of mass tourism in Turkey still is the traditional annual massexodus by the inhabitants of the torrid plains and intramontane basins to the cooler mountain areas'(Hoehfeld,1989:18). In current days; in various parts of Turkey, traditional summer settlements on highlands transformed from places to grow livestock to areas to offer recreational activities during the summer months (Somuncu, 2016).

Functional changes on highlands occurred through rapid expansion of tourism developments. While discussing developments of *highland tourism* in Turkey, scholars often criticize the current state of the highlands in Turkey. One of the

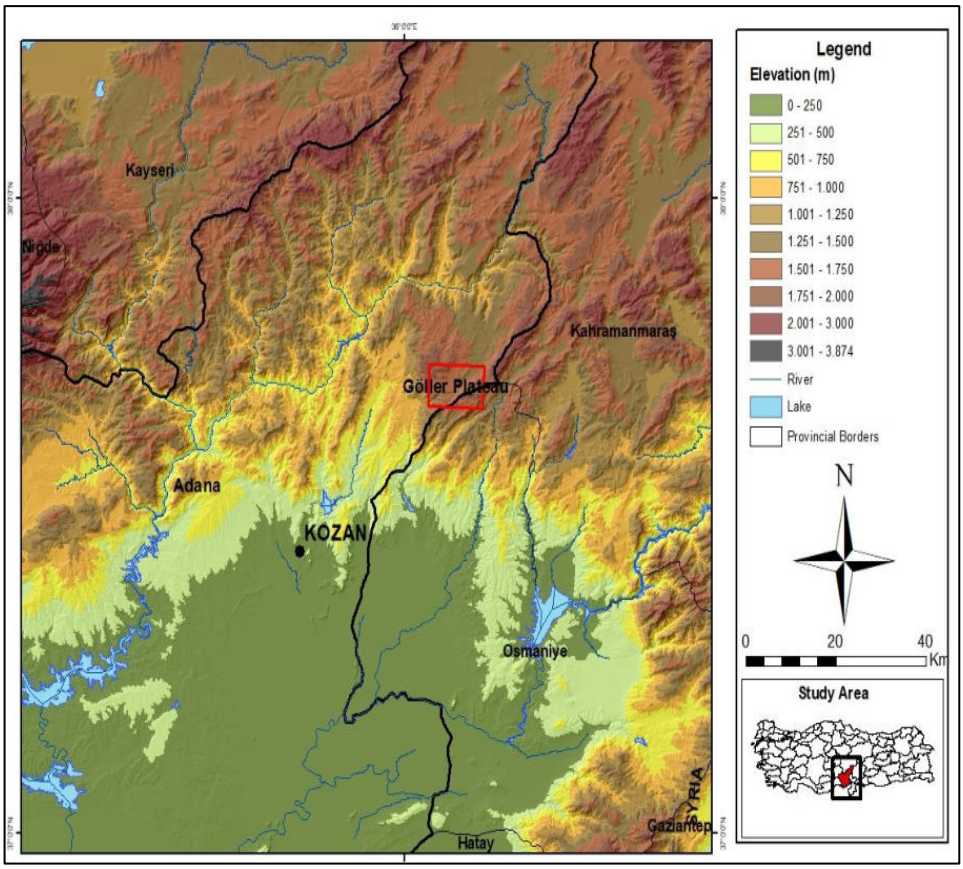
main focal points is the unplanned/unsustainable construction of various buildings on highlands (e.g Özden,Atmis & Menemencioglu 2004, Tosun 2001). As stated by Tosun(2001) because of the macro economic problems in many developing countries,policy makers may choose a kind of tourism developments which is not necessaily in line with sustainable principles. Even a day trip to Göller Highlands seems to confirm these critics.

Location and Current Status of Göller Plateau

The eastern extension of the Taurus Mountain Range is one of the most important places where temporary highland settlements have been established and where transhumance and recreational activities are intensively maintained. This mountainous area, which is located to the north of Adana and Osmaniye provinces, and to the north of Kozan and Kadirli district centers, differs from the Mediterranean coastal belt and Çukurova in its surrounding in terms of its natural morphological features. In this area, topography is rugged and agricultural areas are limited. Therefore, rural economic activities such as animal husbandry and horticulture have been the main source of livelihood for the people living in the settlements. At the same time, the morphological features caused the formation of scatter-patterned settlements. Nowadays, due to socio-economic developments, recreational transhumance activities have increased in the summer months. Temporary summer settlements have been added to rural settlements where elevation value is high and relatively cooler than the surrounding area. In this context, one of the temporary summer settlements at the foothills of the eastern Taurus Mountains, where recreational activities are concentrated, is Göller highland settlement.

Göller Highland, which constitutes the study area, is located to the north of Çukurova within the boundaries of Adana Subregion of the Mediterranean Region. Administratively, it is a temporary settlement of Akçalıuşağı village, which is one of the rural neighbourhoods of Kozan district. This temporary settlement is 40 km away from Kozan district and 105 km away from Adana city centre. The highland area, which is located in the plateau of Göller between Hopkadağ and Gezit Mountain (Ege, 2016), has an altitude of 1400-1500 m and extends in the north-east, south-west direction (Figure 1). In the northeast of Kozan district and north of Kadirli district, the highland settlement area is spread over the plateau of Göller along the border of Adana and Osmaniye provinces. The dwellings in this temporary settlement were scattered along the Göller Polje with a length of approximately 14 km and a width of 200-700 m in the northeast-southwest direction (Ege, 2016),. There are 7 artificial lakes of different sizes within the boundaries of the temporary settlement unit and it is known that this highland takes its name from these lakes.

Figure 1: The Location Map of Göller Plateau and Close Surroundings



Temporary residents of this highland settlement are generally from Kozan, Adana and Sumbas and Kadirli districts of Osmaniye province. However, people who live permanently in village settlements of Çukurova, come to the Göller plateau during the summer months and they stay temporarily with their families for a long time (from the beginning of June to the end of October) in highland. It is estimated that the population of the highland center has risen to over 20.000 during the summer months, when the recreational activities are increased. Access to this area is generally provided by individuals. Additionally, there are bus services in summer months from Adana city center and Kozan district to Göller settlement.

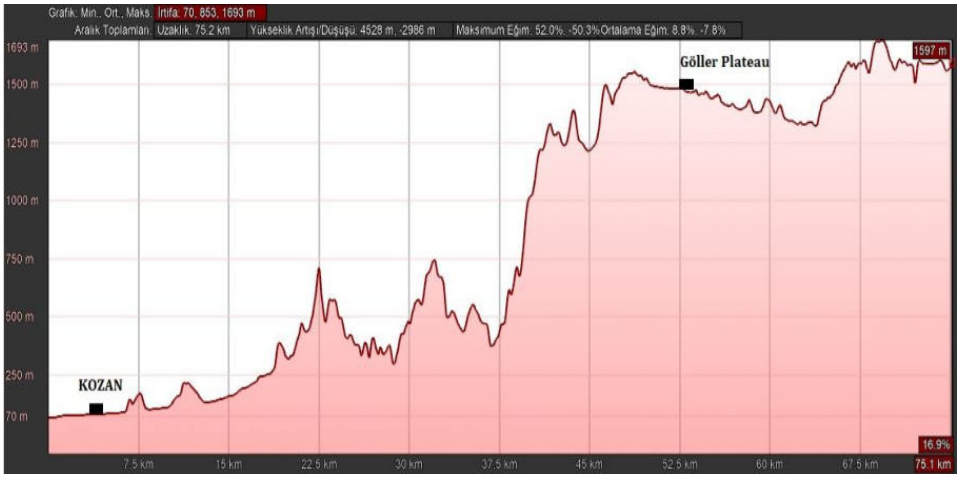
In terms of land use, there are several differences between the Göller Plateau and other rural settlements. Due to the abundance of pasture areas on the foothills of Gezit Mountain and Gezit polje where the elevation is high, the settlements established in this area are generally aimed at animal husbandry (Ege, 2016), Therefore, tent dwellings are frequently used in these temporary settlements where livestock based transhumance activities dominated. The Yirce Plateau and Hopkadağ Plateau, which are located at the lower elevations, have an important place in terms of both livestock and recreational activities due to the easier

accessibility and presence of pastureland (Ege, 2016), On the other hand, the Göller plateau is used extensively for recreational purposes due to both the ease of access and the availability of land for second homes. Land pattern which were previously used as dry agricultural land are preferred for the construction of summer houses. Since the Göller Plateau was declared as a highland area by The Ministry of Forests and Water Affairs dated in 2013, the residential areas expanded agricultural areas and the number of summer residences has increased, recently.

The drinking and potable water, which is met by melting the snow accumulated in the winter months in the Göller highland or carrying water by tankers to the highland households, is now supplied from the spring waters in Değirmenciuşağı village which is a rural neighbourhood of Saimbeyli District. In 2015, with the drinking water project jointly carried out by Adana Metropolitan, Kozan and Saimbeyli Municipalities, all the dwellings in the plateau area are able to supply their water needs by receiving a subscription from the drinking water network. There is a road starting from Kozan district center to Göller settlement area. Asphalting of the entire road is being carried out by Adana Metropolitan Municipality. There are no health centres in the plateau where services such as electricity, water and telephone are provided, but mobile health services are provided on certain days of the week. In the center of the highland plateau, there are 8 mosques as well as shops, grocery stores, butchers, furniture and white goods shops that serve especially in the summer months. In addition, a market area is established on Tuesdays on the shores of the lake called Büyük Göl and the inhabitants of the plateau may provide their weekly needs.

The research area consists of Göller settlements located on the altitude of 1400 m at the foot of the Taurus Mountains (Figure 2). Therefore, the climatic characteristics of the plateau show significant differences compared to the urban settlements in Çukurova. The high mountain masses (Dibek Mountains), which are the extension of Taurus mountain range, extend like a wall to the south of the temporary settlement in the northeast southwest direction. For this reason, climate elements such as temperature, precipitation, pressure and wind can vary in a short distance (Üçeçam Karagel and Karagel, 2010). The temperature difference observed between the urban settlements established in Çukurova and the temporary settlements established in foothills of Taurus Montains was effective in the initiation and development of the recreational activities in the research area. The research area, where the slope values are high and the altitude exceeds 2000 m, is located in the Mediterranean mountain belt and different tree species are found in this region. Tree species such as Pinus Brutia and Quercus Cerris are found on the slopes where the elevation is relatively less, whereas Pinus Nigra, Cedrus Libani, Abies Cilicica and Juniperus Excelsa species are found in the areas where the elevation increases (Ege, 2016:260; Gürbüz, 1999).

Figure 1: The Elevation Profile of Study Region from South to North



With the increasing number of highland activities in the settlement unit and its surrounding, new sporting activities are organized and mountaineering and nature sports clubs perform activities. Wrestling competitions are one of the important sports activities in the highland. In 2018, Karakucak Oil Wrestling competition which organized by the Wrestling Federation of Turkey was held in Göller highland settlement (Figure 3). In addition, free public concerts are organized by Adana Metropolitan Municipality in summer months. The foothills of Gezit Mountain become one of the favourite places of photography enthusiasts in spring and summer season due to its rich plant species, diversity of flower species and natural features. In addition, due to heavy snowfall in the Göller plateau area during the winter months, many people go to the highland to watch the snowy landscape, especially during the weekends or semester break. Therefore, Göller plateau becomes a centre of attraction for individuals living in Çukurova and not seeing snow scenery in any season of the year.

Figure 3: A View from Oil Wrestling Competition Held in Göller Settlement

Resource: festival.com.tr

METHOD

As stated earlier, current developments in the Göller Highland seems to confirm critics of rapid developments (e.g Özden et al, 2004, Tosun 2001) in developing countries. However, to better understand the current situation, analysis of changes in a relatively short period of time seems to be essential. While conducting change analysis the quality and selection of datasets are vitally important to detect the changes in land surface (Lillesand, Kiefer & Chipman 2008). The results are directly affected by ancillary datasets and classification approaches. Since 1980s, Landsat Images have been used as supplementary datasets and control variables to observe land pattern changes all over the world. This study aimed to use Landsat imagery data to provide land cover classes for landscape change detection of study area. Imagery datasets obtained in raster format and they were convenient to analysis in GIS spatial analyst software and digital image processing software. This research aimed to generate land use and land cover maps in order to detect land surface change by constructing tourism activities related second homes. The satellite images obtained land cover classes were used as ancillary datasets to observe 30 year changes in the study area. Due to the overlapping the classified images with each other the boundary of Göller Plateau and it surrounding was used as source zone.

Landsat images (30m spatial resolution) were obtained from United State Geological Survey (USGS), dated 22nd August 1987 and 30th September 2019. The image bands were composited and extracted by using Göller Plateau to create satellite imagery of whole study region. In order to better analyse the change in land cover, both satellite images obtained from Landsat Data Collection was

chosen September and August dated images. The satellite images were used to derive land cover data for Göller Plateau at 30m spatial resolution that were used as the auxiliary data input for the temporal change detection of study area. The supervised classification approach was employed to process Landsat images and detect the extent of discontinuous built-up areas so that it can be used as supplementary data for identify the construction of tourism activities related second homes. The classification processes were done in Erdas Imagine 2014. Four land cover types were identified for the each of 30m spatial images (mixed forest, cultivation area, bare rocks and discontinuous built-up area). Then, the maximum likelihood classification algorithm was applied to define land cover classes based on the training samples of types of land covers. Maximum likelihood classification approach may produce acceptable land use/cover classification results from Landsat image datasets (Blaschke 2010;Jega Mohamed, 2015; Lu et al. 2012). The procedure of supervised classification was repeated severally to produce the best possible classification results. Finally, the accuracy assessments of the classified images were assessed by comparing 256 randomly assigned points.

RESULTS

According to the results of land cover and land use classification changes in landscape patterns have been observed from 1987 to 2019 (Figure 4,5). Approximately in 30 years, tourism-based second home construction has led to the emergence of a new land use in Göller Plateau. While changes in forests seem to be negligible, changes in agricultural areas are dramatic. While plateu of Göller was utilized for the purpose of agriculture in the late 1980s, recent observations highlight the dramatic shrinkage of the land for agriculture. Without closer examination of these facts, it is possible to assume that there is a benign development process undertaking. However, closer examination reveals significant changes in rocky areas, too. This might shed lights onto the environmental degregation. Since expansion of settlements do not seem to be slowing, in the future not only agricultural areas but also forests might face negative consequences of this rapid expansion.

Figure 4: Land Use and Land Cover Classification of Study Area (1987)

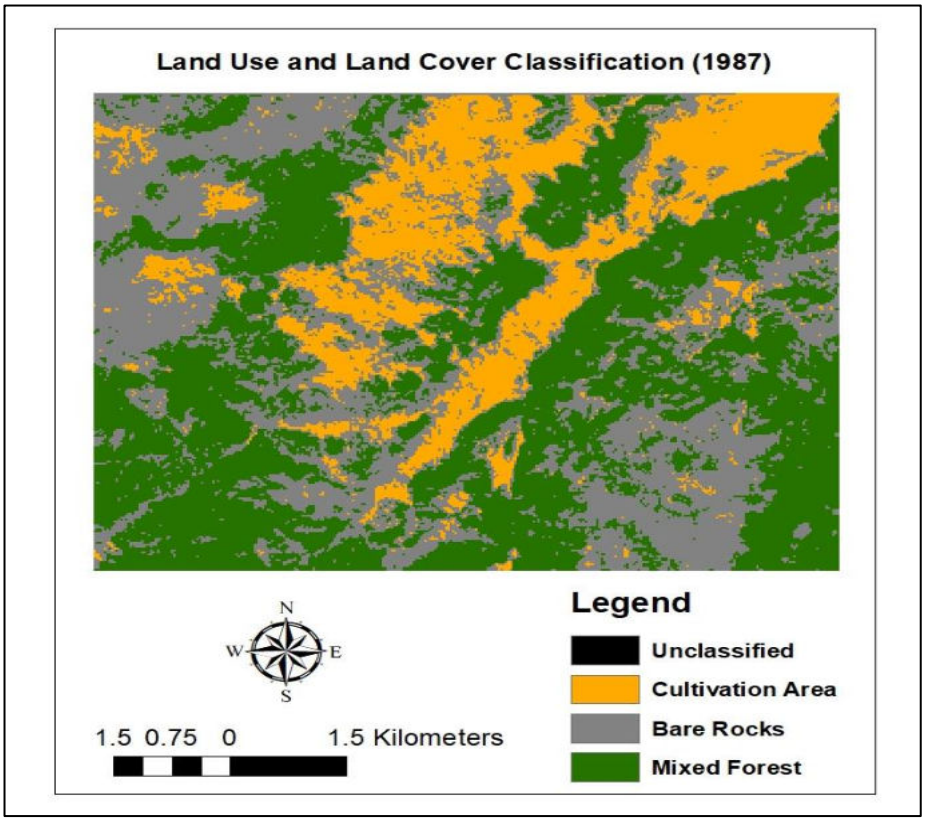
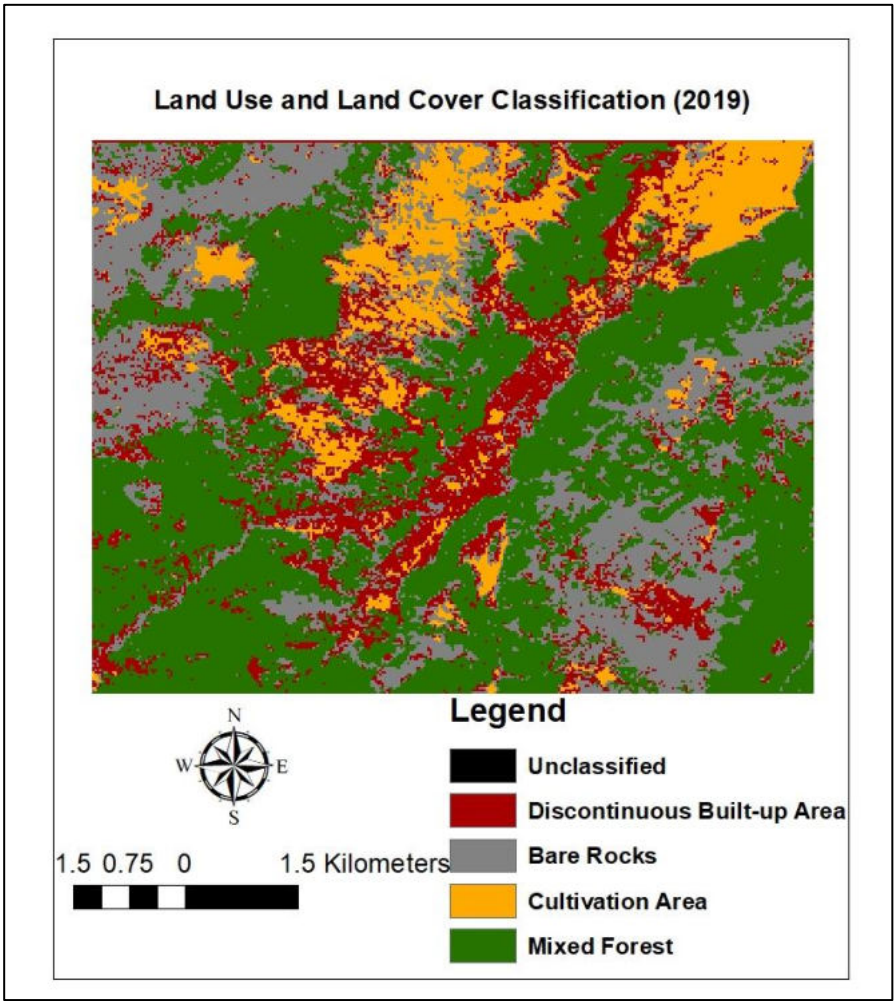


Figure 5: Land Use and Land Cover Classification of Study Area (2019)



The population of the Göller settlement is increasing and it is estimated that it reaches 20,000 in the summer months. With a growing population, the need for land to build new accommodation is increasing. Therefore, reinforced concrete dwellings have been built and the land pattern has been constantly changing around rural settlements (Figure 6 and 7).

Figure 6: Göller Plateau and settlement area

Resource: Mapio.net

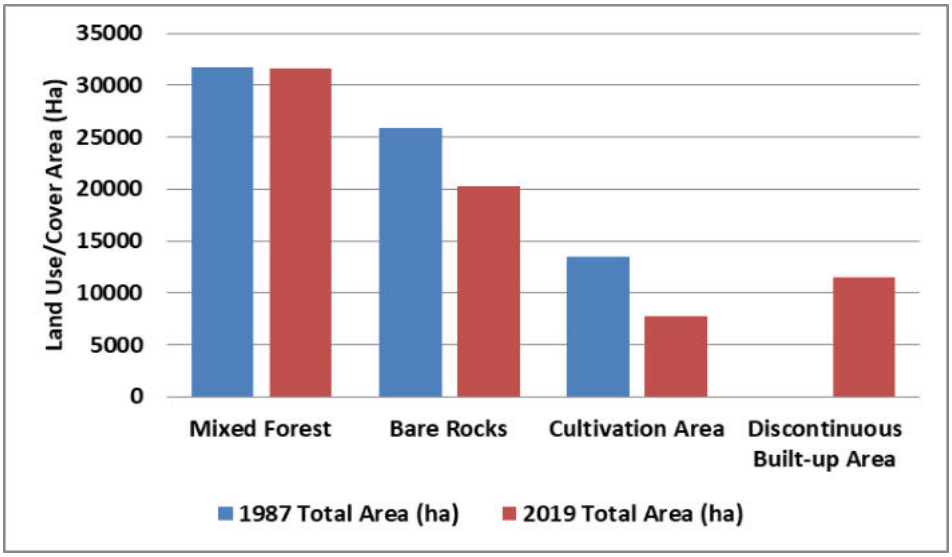
Figure 7: Concrete housing units that exemplify new dwellings in Göller Highland

Resource: facebook.com/golleryaylasi

The change in land cover was revealed by the satellite image classification results. According to supervised classification results, the mixed forest area was 31.700 hectares in 1987 and 31.570 hectares in 2019. Bare rock area was calculated 25.800 hectares in 1987 and 20.250 hectares in 2019. Cultivation area was calculated 13.470 hectares in 1987 and 7.740 hectares in 2019. However, in Göller plateau, where second home construction increased from the early 2000s, the area of residential uses reached 11,500 hectares by 2019 (Figure 8).The classification results show that bare rock area and agricultural lands decreased and that residential areas expanded in the 30-year period. From these analyses,

it can be envisaged that expansion of residential areas will keep the growing pace as a by-product of increased highland activities.

Figure 8: Statistical values for land use/cover maps of 1987 and 2019



DISCUSSION

In Turkey's each geographic regions, there can be transhumance activities and temporary highland settlements where their functions and shapes may differ (Sandal, 2008). With the improvement of living standards and the spread of urbanization in the last half century, the concept of holiday has entered into individuals' lives. In this time period, the importance of temporary highland settlements has increased. As a result of the functional change of the highlands, the activities of recreation and tourism have intensified in addition to the continuation of agriculture and animal husbandry activities in the temporary settlements in Turkey as well as in other countries (Toroğlu, Adıgüzel, & Kaya, 2014). For this reason, some of the highlands, which were used for livestock purposes depending on the geographical characteristics of the place where they were located and which are connected to the rural settlements in administrative and socio-economic terms, are turned into temporary summer settlements (Sandal, 2008). There are also summer settlements that are only used for recreational activities in the summer months since its establishment due to the differentiation of climate and vegetation of the temporary settlements from settlement units of Çukurova region (Koca, 2011). In the Adana sub-region of the Mediterranean region, where summer temperature averages are high and nomadic animal husbandry activities continue intensively, there are independent highland settlements for both livestock and recreation purposes. Göller temporary settlement, located in the Adana Section, is one of the summer settlement units where recreation and highland activities continue. As it can be understood from the findings, recreational activities are intensified due to the climate comfort and accessibility of the Göller highland and the land pattern

changes with the increase of secondary housing units. The existence of bare lands for the purpose of building a secondary residence unit is important for the planned development of recreational activities. With the increasing popularity of the Göller temporary settlement, the possibility of destruction of forests and agricultural areas reveals the significant need for a sustainable tourism development plan of the summer settlement.

CONCLUSION

In this paper, we highlighted that highland related recreational activities are on the rise thanks to the changes in socio-economic changes in the society. Since recreational seekers need accommodation, temporary settlements emerge and expand. Depending on the changes in economic activities and life styles, summer holidays have become part of the routines for a significant stratum of the society. In the Çukurova region, holiday resorts or highland settlements are preferred for recreational activities during the holiday period. Due to the fact that the summers are very hot and sweaty, the highland areas where climate comfort is high are hosting more and more visitors every year. There has been an increase in the number of secondary residence units with the increasing importance of recreational activities. Therefore, the constructions of second homes have altered the landscape patters in rural settlements. Analysis of landscape changes in the last three decades revealed that, prior to 1990s; there was hardly any settlement in Göller Highlands. However, in the current situation, land for agriculture is facing non-existence. Considering these rapid changes in land use, the area face serious threats from rapid expansion. As seen on various figures in this study, rather than a recreational highland settlement, area seem to evolve into a gigantic settlement without necessary guidance and planning.

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WINTER TOURISM DESTINATION DEVELOPMENT[1]

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INTRODUCTION

Winter tourism is one of the alternative tourism types that include any winter sport activity embedded into its itinerary. Considering seasonality winter tourism is also supplement mass beach tourism (Istanbullu and Dinçer, 2015; MoCT, 2007)). Turkey is among countries with potential resources to develop its winter tourism (Demiroglu, 2014; Evren, 2016). Despite this potential and a few exceptions winter tourism is particularly underutilized in the northern parts of the country. This region also referred to as "The Winter Tourism Corridor" is planned as a series of winter tourism destinations in various policy documents. One of the provinces located among this Winter Tourism Corridor is Erzurum. Compared to other provinces on the corridor (e.g. Erzincan, Sivas, Kars, Ardahan), Erzurum currently offers a greater winter tourism potential. Hence Erzurum can be considered as a good domain to study winter tourism destination development as well. The objective of this study is to provide destination management strategies for Erzurum to become a winter tourism destination.

LITERATURE

The tourism industry encompasses various products, e.g. hotels, food and beverage, attractions, tours etc., which need to be developed, marketed, and managed. While a need for a professional management know-how is evident with many components of the industry, managing destinations - the amalgam of most tourism products - is a fairly new concept. Although new, the need for destination management is very critical, as the total value of touristic experiences could be maximised by managing the various components under a macro vision and in a synergic manner (Alrawadieh et al., 2020; Beritelli et al., 2014; Cetin and Kizilirmak, 2017; Ozseker, 2019; Reinhold et al., 2015; Seraphin et al. 2019; UNWTO, 2007). Despite destination management has been explored in various papers, research on winter tourism destinations is overlooked (Flagestad and Hope, 2001; Volgger and Pelchaner, 2014). This study aims to offer winter tourism destination development strategies for Erzurum through an environmental analysis informed by the interviews and workshops conducted with winter tourism stakeholders in the region.

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METHOD

Obviously destinations are amalgam of perceptions, services and products provided by different stakeholders at different times. Thus, developing any destination requires feedback from actors within the destination. In order to collect the qualitative feedback first, a workshop was organized. A total of 20 stakeholders including managers of hotels, scholars, representatives of local government, NGOs and local press, were invited.2 During the workshop, first, the environmental conditions, affairs, formations and trends that will continue to affect the tourism activities in Erzurum today and in the future were explored and evaluated together with the participants. Then, the current state of tourism activities in Erzurum was explored. In both stages, the opinions of the participants were prioritized. After the workshop, the local knowledge produced with the participation of actors in the workshop was organized using the SWOT analysis method (Kulözü-Uzunboy, Çetin and Demiroğlu, 2020). SWOT analysis, as an environmental analysis, associated TOWS matrix, has been prepared after the workshop by a multidisciplinary team. The aim of the workshop was both validating the findings based on secondary sources as well as identifying present situation of winter tourism from the point of stakeholders of the sector. Then in-depth interviews have also been conducted with the stakeholders for the same purpose. Through interviews, it was possible to collect feedback from the stakeholders who did not participate to the workshop. All interviews were electronically recorded, and transcribed verbatim before they were content analyzed. Based on thematic analysis, the paper offers a SWOT analysis of the destination, a TOWS matrix and a list of strategies that might be used in developing Erzurum as a winter tourism destination (Kulözü-Uzunboy, Çetin and Demiroğlu; 2019).

RESULTS AND DISCUSSION

The SWOT Analysis revealed; the geographical location (e.g. altitude) physical qualities of natural resources (e.g. crystal snow) as well as the infrastructure (built for winter Olympics) in Erzurum is strong; one weakness is inadequate marketing and uncoordinated management of the destination. The threats included limited community involvement and other regional emerging winter destinations and finally increasing domestic interest in winter tourism and political will on winter tourism emerges as opportunities. Using and matching these strengths, weaknesses, threats and opportunities a TOWS market is also developed. Informed by the TOWS various strategies are suggested at the conclusions section.

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[2] The actor analysis conducted within the scope of the project, of which this study is a part, involved 55 actors of the Winter Tourism sector in Erzurum. Representatives from institutions and organizations designated as actors were invited to the workshop (Kulözü-Uzunboy et al. 2020).

CONCLUSION

This study based on interviews and workshops with destination stakeholders in Erzurum, provides an environmental analysis of winter tourism destination development in the region. Based on the findings various destination strategies are also suggested. For example, in order improve community involvement, the university students which make up a large portion of local population, might be encouraged and free ski lectures might be provided. Another example is instead of competing with other regional winter tourism destinations collaborating with them on joint products (e.g. regional ski pass), promotion, branding and cost sharing. A major challenge however is still the central governance at the destination and the primary focus should be establishing a winter tourism Destination Management Organization that would be able to represent all stakeholders and holistically plan, manage, and promote the destination on behalf of the stakeholders. Finally, although this study is focused on Erzurum, the results of the SWOT analysis and destination development strategies offered in the study might be used in other winter tourism destinations.

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INVESTIGATION OF SUSTAINABLE TOURISM PERCEPTIONS OF THE LOCAL PEOPLE AND SUSTAINABLE DESTINATION MANAGEMENT ATTITUDES: THE CASE OF AYDER

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Nilüfer VATANSEVER TOYLAN**

INTRODUCTION

The concept of sustainability is important for the phenomenon of tourism, which lives in the balance of protection and maintaining. Anyone who wants to get a share in this sector, which has a great role in the development of countries, is expected to be more conscious about protecting tourism and moving it into the future. It is believed that only the concept of "sustainability" can support this conscious. Doğan & Gümüş (2014) stated that making tourism destinations sustainable and ensuring the continuity of tourism is an element of the management function. Sustainable destination management is the element that brings destination stakeholders under one roof. One of the important stakeholders of the destination is the local people. In a destination, local people can see tourism positively in terms of "benefit" expectation, but may display negative attitude when their expectations are not met (Tayfun & Kılıçlar, 2004:3). At the point of meeting the attitude positively, local people can emerge as a possessive and supportive force of the destination. In order not to lose this power, it is expected that the views of locals and participation in tourism will be supported by other stakeholders. This study has been designed to determine the views of the local stakeholders, since the rapidly increasing number of tourists is thought to cause a collapse due to the inefficient and efficient use of resources. The aim of the study is to reveal the effect of perceived sustainability level of local people on sustainable destination management attitude in Ayder destination. When the literature is analyzed, it is seen that Çamlıhemşin/Ayder destination has not been handled before within the scope of sustainable destination management. Given the dangers such as unplanned growth in the Ayder and the lack of improvement in the balance of protection and protection, the necessity and importance of such a study emerges.

LITERATURE

Sustainability refers to "state-oriented and regular life" whereas sustainable development focuses on "process" rather than certain time and involves managing the changes that occur during the development process (Liu, 2003:460). World Tourism Organization defines sustainable tourism: "By addressing the needs of tourists, host people, industry and environment; tourism that takes into account the environmental, social and economic impacts of today and future "(WTO, 2017). Therefore, it is possible to see that research focuses on the environmental, social and economic impacts of sustainable tourism. In

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addition, these researches are generally focused on tourists and /or local people in accordance with the definition.

In their study, Türker & Türker (2014) investigated how the overall tourism impact dimension, which consists of economic, social, cultural and environmental factors, is perceived by the local people and how much impact it has on tourism support. In the study, it was concluded that the social and cultural factors, which are among the total tourism effects, are the most important factors affecting the support of the local people for tourism. At the same time, it has been observed that tourism-related occupational groups that provide economic gains perceive the effects of tourism more positively than other occupational groups and they are more sensitive to support tourism. Karakaş & Şengün (2017) conducted a research in Diyarbakır that measured the perceptions of local people towards tourism activities and their attitudes towards tourism. As a result of the research, positive findings were obtained that tourism provides alternative income, creates employment and improves living standards.

In their study, Ekici & Chisel (2014) investigated whether there is a difference in the development levels of destinations in their attitudes towards local tourism development support. According to the findings of the study, it has been observed that as the perception of benefit of the local people from tourism development increases, their satisfaction increases.

In the literature, it is seen that perception and attitude studies examining the effects of tourism are also included within the scope of sustainable tourism. The reason for this situation stems from the fact that the effects on tourism development are close and compatible with the sustainable tourism development literature, as Andersson & Lundbgerg (2013) stated. In this context, the hypotheses in the study were determined as follows;

H1a: Perceived economic sustainability level has a significant effect on sustainable management attitude.

H1b: Perceived social sustainability level has a significant effect on sustainable management attitude.

H1c: Perceived environmental sustainability level has a significant effect on sustainable management attitude.

METHOD

The study is a cause-effect research according to its purpose and a cross-sectional study in terms of time dimension. Quantitative research method was used in the study and survey technique was used. A questionnaire was created and data was collected in May - July 2017. The research population consists of the local people living in Rize and the sample is 408 participants. In the study, simple random sampling method was preferred (Coşkun, Altunışık & Yıldırım, 2015). The data were obtained by interviewing face to face. The survey consists of three parts. The first part has demographic data. While the sustainable destination perception scale in the second section constitutes the economic, social and environmental dimensions, the attitude scale in the third section constitutes the sustainable management items.

In the measurement of sustainable tourism perception and sustainable destination management attitude, the scale developed by Doğan (2014) for sustainable tourism criteria and sustainable destination criteria were used for the destinations determined by the Global Sustainable Tourism Council (GSTC). The scale was adapted to Ayder destination by receiving expert opinions. As a result, the scale consists of 36 items in 3 sections. The statements in the scale were measured with a 5-point Likert scale, which ranges from 1 to 5, respectively, from "strongly disagree" to "strongly agree".

RESULTS AND DISCUSSION

According to the results of the analysis, the most popular item of the local people participating in the research is that “tourism increases the income level in Ayder” with an average of 4.34. Another item is that "tourism increased the employment of local people" with an average of 4.04. The item with the lowest attendance is the statement that “visitors prefer public transportation while going to Ayder destination” with an average of 2.63. The most frequently used items in attitudes is that there should be collaboration between stakeholders with an average of 4.19. In the study, exploratory factor analysis was used for validity analysis. As a result of the factor analysis, the KMO value of the perception scale was calculated as 0.88. For the attitude scale, this value was calculated as 0.90. It was found that the variance values of both scales were above 50% and the Bartlett significance test was significant at the level of 0.001. In the measurements, Cronbach Alpha value is 0,87 on the sustainability perception scale; It was calculated as 0.91 on the sustainable destination management attitude scale.

The hypotheses mentioned above, were analyzed by using multiple linear regression analysis at the level of $\alpha = 0.05$ significance. But before the analysis, the assumptions of the regression analysis were tested. It shows that autocorrelation, Tolerance and VIF (variance inflation factor) coefficients, respectively, are suitable for regression analysis to test the relationships between dependent and independent variables. As a result of the regression analysis, it has been observed that the perceived sustainable tourism dimensions (economic, social and environmental) by the local people can be explained by the variable of the sustainable destination management attitude at the rate of 5.4% (Adj. R^2 coefficient). It can be said that this rate of explanation is low and there may be different variables fecting the model. In addition, it was concluded that the regression model was statistically significant due to the p value being 0,000.

Table-1: Regression Analysis on the Effect of Perceived Sustainability Level on Sustainable Management Attitude

Model	B	Std. Hata	Beta	t	F	p
				16, 750	8,671	,000
Economic	,126	,052	,135	2,406		,017
Social	,085	,049	,107	1,740		,083
Environmental	,043	,043	,059	1,000		,318

Social sustainability and environmental sustainability perception do not contribute significantly to the model due to the p values being greater than 0.05.

And the perceived level of economic sustainability has a significant impact on sustainable destination management attitude (Table 1). As a result, H1b, H1c hypotheses were rejected and H1a hypothesis was accepted.

CONCLUSION

According to the results of the study, the local people participate mostly the statement that "tourism increases the income level of the local people" in the perception scale. However, the average of perceptions regarding the expression "tourism provides employment in Ayder" comes second. Thus, it is seen that the most participated statements given by the local people are belong to the economic sustainability dimension. It can be concluded that the local people benefit from tourism economically. At the same time, it has been observed that economic sustainability affects the local people's attitudes towards destination management. Thus, local people want to make economic sustainability permanent. In the study of Allen, Hafer, Long & Perdue (1993) measured the attitudes of local people towards tourism, it was found that attitudes would be higher as the economic activities increased.

On the other hand, it was revealed that perceived environmental sustainability and social sustainability did not have a significant effect on attitude dimension. It can be said that the locals attitude towards sustainable destination management is mostly due to economic benefits. This situation shows that the sustainability awareness is not yet fully acquired, but only in the economic sustainability dimension. The future studies can be carried out with in-depth examinations, especially based on environmental factors. In this context, researches can be defined more clearly by examining how the environmental impacts of tourism and the general satisfaction of the locals determine how the sources such as energy, water and soil determine the local people's perceptions about environmental impacts.

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SERVICE INNOVATION IN TOUR GUIDING

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Abstract

Innovation plays a vital role in the service sector and therefore in the tourism industry. In an infinite escalating and anecdotal demands and expectations of today's tourists, tourism workers including tour guides need to become highly skilled and therefore innovative service providers. However, this area remains under research and even the least understood in the tourism literature. Studies in service innovation have been carried out in the hospitality sector where almost most of the focus has been placed on the innovation in the technological development of hotels. If the literature is scarce in-service innovation in tourism in general, it is not existing in tour guiding literature. In light of that guiding is quite an expert and skilled job and needs a wide knowledge in both the academic and the skills-based areas and in light of the high competition between tour guides as freelance workers, it is very essential for them to innovate to ensure the sustainability of their employment. Therefore, this study is exploring service innovation from the perspectives of tour guides as key service providers and as a key liaison with other partners in the tourism industry. Consequently, individual in-depth interviews with tour guides were conducted. The tour guides were asked to share some of the strategies that may lead to innovation. The findings revealed themes related to issues and concerns that push tour guides to innovate, their understanding of service innovation concept, and the innovation dimensions of their job. Specifically, the findings revealed three key themes namely:(1) Interpretation innovation, (2) tactical innovation, (3) thematic innovation, and (4) behavioral innovation. It is assumed that the study extends the knowledge and the understandings of service innovation in the tourism industry in general and in tour guiding in particular.

Keywords: Tour Guiding, Innovation

INTRODUCTION

Innovation is becoming one of the vital aspect of any organization. In particular, innovation plays an important role in the service sector and therefore it represents a powerful tool for the development of tourism organizations. Tourism industry as other service sectors is often viewed as not as much innovative industry as manufacturing and technology based industries (Alsos 2014; Brandão & Costa 2017). However, it is found that tourism firms do innovate (Brandão & Costa 2017).

The competitive nature of the tourism industry makes service providers always keen to satisfy their customers. Accordingly, innovation can be viewed as a tool with a competitive status that is stemmed from its ability to cope with the infinite escalating and anecdotal demands and expectations of today's tourists. Thus,

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tourism workers including tour guides need to become highly skilled and therefore innovative service providers.

As an academic interest innovation is one of the topics that emerged and gained attention in different fields including marketing, economics, and information systems. This mounting interest may be induced by the technological development that our world is tagged with. However, despite the rising literature on innovation, most of the focus has been placed on tangible products (e.g., new product development). The dominant definitions, theories and measurement to f innovation are based upon studies that investigated the topic in the manufacturing scene and thus, such definitions and theories may not properly relevant to service and experience producing industries (Gallouj& Djella, 2010:6).

The few studies that tackled service innovation in the tourism industry mostly focused on the technological innovation in the hotel sector.

If the literature is scarce on service innovation in tourism (Hjalager,2010) it is not exist in tour guiding research despite the fact that the tour guides are the key front line in the tourism process with the high service encounter and with the more blamed service providers.

Therefore, it is an area that remains under research and even the least understood in the tourism literature. Thus, more research on service innovation, especially in the hospitality and tourism industry, is demanded by academics. Moreover, the carried literature has examined the perspectives of the top managements and none of such studies have examined the perspectives of the lower grades of tourism staff including tour guides - whose perceptions and perspectives on service innovation have been under researched. In light of that guiding is quite an expert and skilled job and needs a wide knowledge in both the academic and the skills-based areas and in light of the high competition between tour guides as freelance workers, it is very essential for them to innovate to ensure the sustainability of their employment especially in destinations where factors such as the high seasonality, political unrest, weather conditions and disasters are existing. Therefore, this study is exploring service innovation from the perspectives of tour guides as key service providers and as a key liaison with other partners in the tourism industry. The study is believed to be the first to address the concept of innovation in relation to tour guiding.

LITERATURE

Innovation: Definition and Types

Innovation is a wide and a branched concept. Schumpeter's (1934) innovation theory is the start point of many researchers to define or address it. Innovation first interest appeared in the late 80's and intensified in 2000's (Nagy, 2012). Previous innovation research has refereed to Schumpeter's (1934) in defining innovation as the new combinations of production factors such as the production of new goods, the introduction of new processes, the opening of new markets, the access to new sources of raw materials and intermediates, and the reorganization of an industry (Schumpeter, 1934). Innovation includes generating new ideas, products, processes, in order to enhance the performance

of any product and thus the quality of services, customer satisfaction, and thereafter the customer loyalty (Bilton, C. & Cummings, S. (2010). A very detailed definition of innovation was mentioned in the study of Hal and William (2008). They define innovation as*:*

…the process of bringing any new, problem solving idea into use. Ideas for reorganizing cutting cost, pulling in new budgetary systems, improving communication or assembling products in teams are also innovations. Innovation is the generation, acceptance and implantation of new ideas, process, products, or services (Kanter cited in Hall & William, 2008, p.5)

Central key words can be noticed in this definition that cover the wide aspects embedded under the concept of innovation. Although innovation outstanding examples are existing in the tourism industry it is still not easy to define innovation in this industry (Alsos et al. 2014). However, a general agreement can be confirmed that innovation is simply introducing anything new unlike the current situation of a product or service or process that is stemmed from a wide-ranging and endless characteristics including function, pricing, delivery, promotion, sought benefits, customer service…etc.

Innovation Categories

Schumpeter's (1934) innovation theory is the start point of many researchers when defining or addressing innovation concept. Five types of innovation were noted by Schumpeter: 1) product and service innovation, (2) process innovation, (3) market innovation, (4) input innovation, and (5) organizational innovation.

Several studies have developed innovation models. A model of 4 Ps was developed by Bessant and Tidd (2007) to measure the impact of innovation on the structure of organizations. They differentiated between four types of innovations namely: Product innovation, process innovation, position innovation, and paradigm innovation. Other scholars have defined the types of innovation as marketing; organization; product; and process innovations (Li *et al*., 2009). Oslo Manual on innovation research separates between project innovation and process innovation and between market innovation and organizational innovation (OECD and the Statistical Office of European Communities, 2005).

In relation to tourism, it is also not as straightforward to distinguish between the types of innovation when considering service innovation. For example, it is difficult to distinguish between the product and the production process as it is known that the production and the consumption processes are inseparable. Accordingly, it is difficult to make a clear distinction between types of innovations in the tourism industry. This struggling task is resulted from the overlapping nature of the tourism product that consists of components delivered by different firms and service providers (RØnningen & Lien, 2014 in Alsos *et al.* 2014). Moreover, types of innovation may relate to factors such as the destination itself, the level of tourism development, innovation strategies and policies implemented by different governments (Brandao & Casta, 2017).

Innovation Aspects Researched in Tourism Field

In tourism innovation research it is only after the 2000 that innovation concept has been appeared (Nagy, 2012). In a comprehensive analysis- paper, Nagy (2012) has reviewed tourism innovations related papers (1988-2011) in which she analyzed 17 papers published in different data base (e.g. Science Direct, Emerald, Sage Publication, and the Center for Hospitality Research of Cornell University).

The findings of such studies included an early work of Poon, 1988 in which he focused on developing the concept of all- inclusive vacation in the Caribbean tourism. Hjalager, (1997) differentiates between different types of innovation. In another study, the latter developed a model of innovation (Hajalager, 2002). Cases of innovations in hotels (Enz, 2003 ;Orfilasintes et al., 2005); innovation in restaurants and travel companies (Center for Hospitality Research of Cornell University) ; the success of innovation (Ottenbacher &Gnoth, 2005); the factors influencing it (, Sundbo et al. 2007); the success of innovation and its relation to new performance dimensions (Ottenbacher,2007 ; Sipe & Testa, 2009); and the factors influencing innovation decision (Lopez Fernandez et al.2011) are areas that have been investigated in tourism innovation research. Other areas focused in linking innovation to customer loyalty as the latter will improve the performance of the service provided (Orfila Sintes & Mattsson, 2009; Masttsson & Orfila Sintes; Tsai, 2017). Trust was seen as an enhancer of innovation in travel agencies (Chen et al. 2017). Another effect of innovation in place branding was also examined (Jernsand, 2017).

More recent study in the Australian context has found that collaborative innovation is the most important type of innovation followed by other types which are human capital, information technology, and funding. (Divisekera, & Nguyen, 2018). Another study on Alpine tourism examined destination innovativeness as perceived by tourism entrepreneurs and DMO's. Both parts asserted that the needs of the innovation are in the field of quality improvements, employees' education and training. Both perceptions find that the major stimulators for an innovation development of community-based destinations are the active market observation, internal key players, and the local networking (Pikkemaat, *et al.*2018).

A study found that small hotels should take into account the innovativeness irrespective of their size, location, number of rooms among others. This include incorporating service innovations, process innovations, management innovations and marketing innovations (Xuhua, et al., 2018). Table (1) below summarizes most of the literature on innovation in tourism and hospitality.

Table 1. Relevant findings for tourism and hospitality innovation

Year	Author/Authors	Analyzed variable(s)	Relevant findings
1997	Anne-Mette HJALAGER	Innovation types	product, classical process, management, institutional innovations
2002	Anne-Mette HJALAGER	Innovation types Innovation model for tourism	Development of a model of innovation in tourism
2003	Cathy ENZ, Judy SIGUAW	Innovation cases	Examples of innovation from lodging industry
2005	Francina ORFILASINTES et al.	Hotel category, governance and chain structure, Hotel size, Human capital skills, Targeted market segment, Seasonality, Performance	Hotels that are part of a chain innovate more easily than the ones that are operating individually.
2005	Michael OTTENBACHER, Juergen GNOTH	Factors determining innovation success in hospitality industry	Innovations' success in the hospitality industry is determined by: market selection, strategic human resource management (SHRM), training of employees, market responsiveness, empowerment
2007	Jon SUNDBO et al.	Hotel size, Organization, Tourism firms' innovativeness	The most innovative hotels use professional management tools. Amongst tourism firms, hotels, restaurants and transport companies are the most innovative ones.
2007	Michael OTTENBACHER	Performance dimensions,	Innovations' success can be measured using three performance dimensions: market performance (market responsiveness, effective marketing communication, raising awareness, tangible quality)
2009	Ester MARTINEZROS, Francina ORFILA-SINTES	Independent variables: management, strategic decision of differentiation, marketorientation strategy. Dependent variables: degree of innovativeness: radical or incremental. Control variables: part of a chain, use of touroperators, hotels size, age and location	Once a hotel develops an incremental innovation, it increases its chances of developing a radical one.
2009	Francina ORFILASINTES, Jan MATTSSON	Service provider's competence	Hotels' dimension positively influences both degrees of innovativeness;

2011	Bénédicte ALDEBERT et al.	ICT and tourism innovation Tourism @ event	Importance of ICT actors for tourism innovation development Software, Internet and databases are the main technologies used in tourism innovation development

Source: (Nagy,2012)

The reviewed literature revealed that tourism innovation research is centered in the hospitality sector and the majority of them are specifically conducted in hotels (Ottenbacher & Gnoth, 2005 Enz &Siguaw; Sundbo et al. 2007; Martinezros & Orfila-Sintes, 2009; Orfila-Sintes & Mattsson, 2009; Vila et al.2012; Tugores & Garcia 2015; Nieves &Segarra- Ciprés , 2015; Falk & Hagsten, 2017 ;Tsai, 2017; Rodríguez-Victoria et al. 2017; Xuhua, et al., 2018). Innovations in hospitality sector varied between organizational, marketing, and technological innovations (Falk & Hagsten, 2017; Xuhua, et al., 2018). Moreover, few studies have investigated the innovation from the perspectives of the employees or the direct service providers themselves despite that they are in the field and always face situations that need to innovate, therefore satisfy the customer, the heart of the tourism experience. For exapmpe, Lopez- Fernandez et al. (2011) haveseuvyed fdiiferent firems in the hospitality industry I Spainwith no information on the respondents' profile whether they are mangers, owners, or employees within the surveyed firms. Similarly, Orfila-Sintes,& Mattsson, (2009) and Ottenbacher, M., & Gnoth, J. (2005). Have surveyed the directors and mangers of hotels with no respondents from the employees themselves.

Thus, this study came to bridge this gape in the service innovation literature. It researches untapped area within the innovation literature. It is concerned to explore the innovation concept from the perspectives of the service providers themselves in specific, from the perceptive of the tour guides, who may be are make or break the tour.

METHODOLOGY

In this study, in depth personal interviews were conducted with tour guides who shared their experiences and perceptions on innovation as tour guides. The interviews took three months- October to December 2019- to be carried out completely. The time of interviews varies from 25 minutes to a longest interview that took 70 minutes. The use of interview seems to be the best-fitted method to provide information about a new subject. Additional interviews were conducted with tour guides to reveal more of their views and experience about innovation concept in tour guiding. The sample strategy started as a purposive sampling. The selection of this purposive sample was based on the recommendation of a tour guide who is an administrative member in the Jordan Tour Guides Association (JTGA), and a relative of the researcher. Two interviews were steered with two tour guides thereafter the snowballing technique was used. The later strategy was suitable in finding informants from experienced tour guides to participate in the research, giving the fact that tour guides with long experience

may be more innovative than junior tour guides. The participants were all Jordanian tour guides and members of the Jordanian Tour Guides Association (JTGA) which is the professional association representing and registering all tour guides in Jordan. All interviews were recorded after getting the permission of the interviewees, then transcribed and translated to English. The interviews were manually analyzed to identify and refine emergent themes relating to innovation aspects in tour guiding The data analysis was accomplished using the coding system applied in the grounded theory methodology. The data analysis, commenced with open coding to break down the data into smaller analytic pieces (Glaser, 1978). This process allowed the identification of key concepts, their properties and dimensions (Strauss & Corbin, 1998). The analysis was microscopic in nature, line-by-line and sometimes word-by-word. The aim of this process was to identify potential categories and subcategories. After defining the categories in the open coding process, connections between the categories and subcategories were identified through a process of axial coding then further refined through a higher level that is the selective coding (Strauss & Corbin, 1998). In this stage, themes are identified which reflected the narrative through which the aspects of innovation in **tour** guiding could be told (Gray, 2004).

Some of the questions asked:

- How was the first year you started?
- How can you evaluate your professionalism in working as tour guide?
- Are you considering yourself innovative?
- What areas can push you to innovate? Topography of place, type of tourism, of tourist, problems, special needs, sensitive places in the natural site….etc?

FINDINGS AND DISCUSSION

The data obtained from the participants encompassed the subjective view of the tour guides in relation to work innovativeness. The data offered an understanding of how tour guides perceive their innovative status in the tourism industry. The themes and main topics of the interviews consisted of the interviewee's profile, (age, education, marital status, and number of experience years, foreign language spoken). Specifically, the findings revealed three key main themes namely:(1) Interpretation innovation, (2), strategic innovation (3), thematic innovation, and (5), behavioral innovation. These are discussed in the following section.

Innovation and interpretation

Innovation and excellence at work is the main motivation to work hard, as innovation is the primary booster of work. The tour guides in this study talked about their new experience by changing the method of interpretation according to different elements through the tour, such as the age of the group age, nationalities, new places, new trends or current events. They may even try to change the priorities in narrating the story of a site.The tour guides related their innovativeness to their customers 'culture. Guide (2) said:

… I change my way of explaining by age, tour group number and time, such as Some days I stand at the gate of Jerash from five to ten minutes and some days I do not stop… (Guide 2, 19 years' experiences, English and French speaking)

Another new working guide told about his interpreting experience as:

… Some places do not need to walk so you do not need to talk about all the details, some places are interesting, others places such as Azraq Wetlands Reserve with bird watchers don't need any nuisance during of bird watching… (Guide 1, 1-year experience, English, Spanish speaking)

Guide (3) talked about the different methods that may be used in interpretation in relation to the tourists' culture. A Chinese speaking tour guide- which are very few- He said:

... The Chinese tourist likes photography more than the French tourist and other tourists and likes to meditate and watch the landscape and therefore does not need to explain many…'. (Guide 3, 4 years' experiences, English, France, Chinese speaking)

Their behavior at work and revealing the value of the quality of the product in their own style. New methods for example that were used are the use of laser point technology during the guiding, change the interpretation

To create a story surprise for tourist, for example, a make birthday party in a bus or in a restaurant by a tour guide. Involve the tourist with the local community through the tour guide is another approach on innovation for example to invite tourists to the house, eat a meal, and see weddings and how to be customs and tradition

The previous interviews showed that the tour guides differ in the interpretation according to the nature of tourists, thus, tour guides have different innovative methods of explanation distinguish them from each other's. Some tour guides have special ways of explaining them There is a guide to explain about religions and another guide to explain through cultures and focus on culture. An example of the innovative ways:

…I invite the tourists to my home, and show them my family, eat at home and try Jordanian food and show them the customs and traditions including wedding parties.' (Guide 6, 8 years' experiences, English speaking)

Another guide said:

…I do a surprise for a tourist on board the bus or invite the tour group to a restaurant to prepare birthday …' (Guide 2 with 19 years' experiences, English and French speaking)

As mentioned above this is what distinguishes tour guide from the rest of the colleagues and this enhances creativity and innovation in work and therefore reflects on their innovative behavior. Innovation is the master of attitude in tourism. The tour guides thought that innovation adds value to the person who does the work and encourages the tourist to return again through the opposite of a unique experience, so that the innovation in tourism depends on the

competencies and abilities. The tour guides also refer innovation to their field of study before being licensed as tour guides. They think that plays an important role in the process of tourism and innovation.

Behavioral innovation…..operational innovation

The guides in this study indicated that the behavior is most likely to affect the environment and society. They revealed that their behavior reflected back to their image as tour guides and to the destination (Jordan) image in general. One of the important things revealed is the decisiveness in taking decisions. One tour guide told about his negative experience with one of the travel agencies. He told:

…. I left the work in a tourist office and the reason for changing the way of the trip, where the office wanted to send the bus from the Dead Sea road instead of the desert road, to minimize the distance, the Dead Sea road was semi-closed... (Guide 3, 4 years' experiences, English, French, and Chinese speaking)

The same informant added:

...The Ministry of Tourism took out the people selling the water inside the Jerash are. The residents reacted, sprayed the paint on the artifacts and destroyed the private property on the site... Evaluation of the Association of Tourist Guides by sending an email to the guide, to keep the tourist longer in the community in order to buy and provide benefit to the community….

Where some of the tour guides relied on the saying "the customer is always right" Because behavior is the basic rule. A five years' experience tour guide said:

…. I had a tour group consisting of seven people with a large woman who wanted to shorten the time, I agreed in case of approval of all, said the woman will tell everyone, and returned with the approval of everyone, and when tell of the tourists group was the reaction of all non-approval, and found that the tourist is not sincere in her words, which angered me, and I told the tourist with pleasure that this is something wrong…..(Guide 7 with 5 years experiences, English , French speaking)

Where the same guide talked about another attitude:

….. I was working with cruise ship, and I was carrying my hand a sign while the arrival of tourists see her come to me, After the group came for me , I took down the sign for a rest ,and then came to a tourist and spoke to me in an tactless way and told me why the sign lower, but my reaction was anger, which made the tourist feel scared, but this position caused me to regret…..

……The last attitude, death of a tourist It was my behavior to stay with the wife of the tourist until the end of all security procedures and translation of the Prosecutor…

Another behavior in terms of awareness the tourists:

…. Work to educate the tourist if he has done wrong by providing an idea of what customs and traditions are and what are the true Islamic cultures…. (Guide 8 ,20 years' experiences, English, French speaking)

Another guide told:

…. I achieve the sustainability standards of the local community and the place by promoting the products of the local community such as handicrafts, yoghurt, shanenh The promotion of this products supports the local community through the create of a bazaar to show these products…. (Guide 1, one year experiences, English, Spanish speaking).

Through what was mentioned above The tourism guide plays an important role in the development of tourism and the local community It is the first facade of the country, and this is to make the guide reflects a good image of the host country through the behavior and innovation and promotion, and this is consistent with the study of Randall, Rollins,2008 and Jacobson,1992).

Strategic innovation

Innovation strategies were from the most visible innovative strategies. Business strategies are one of the most important pillars of creativity, through organizing work and developing a strategic plan to do the business. This reinforces the success of any idea or project that is to be achieved by making an appropriate decision and achieving successful results. Through this study, tour guides talked about the special strategies for their work environment in terms of how to organize work and precautionary measures. The guide below shows us a precautionary measure:

….I was on a trip in August. I had a group of Frenchmen with me, where the temperature was about 41, and I take procedure the tourists back to the hotel to avoid injuries,(Sun stroke) The visit was cut with the approval of tourists…. (Guide 7 5 years experiences, English, French speaking)

The same tour guide added in a long quote:

Another procedure …. I had a tour group going to the Dead Sea, and one of the paragraphs is swimming, but the weather was very rainy and the waves a high , where the tourist police prevented swimming, and my role was to suggest going to Madaba and Mount Nebo instead of swimming , when I felt that the tourists were sad ….

The tri- lingual guide express about his strategic innovation by starting that:

(guide 3 with 4 years experiences, English , France , Chinese)…. I had a tourist Suffers A broken pelvis and cannot walk in Petra. I brought a means of transport (horse) and alert the owner of the horse that the tourist suffers A broken pelvis from and directing the person not to walk in the winding position and not allow the horse to run….

Another procedure…. I was on a trip in Wadi Rum, and then it started to rain and the group stopped until the rain stopped, but I took a proactive action, completing the walk to avoid a torrent of rain…. And …… The airship was canceled due to weather conditions and winds in Wadi Rum ……

It is clear from the previous, it is clear to us that strategic planning and commitment to the plan gives the tourist guide an innovative plan to avoid accidents, such as , compensation of the tourist group to a free trip to another place or change a road in the occur of a problem such as closing the road, In the

case of predicting the danger of the cancellation of the visit and compensate tourists, or in cases change of weather. As for dealing with people with disabled people. the guide said :

One of the disabled tourists (Wheel chair) wanted to see the Roman amphitheater from the inside, but he could not because the infrastructure did not serve him. I took him out of the other entrance and put him inside the Roman amphitheater. It was the first time he saw the Roman amphitheater inside and this made the tourist crying… (Guide 1 one year experience, English , Spanish)…

Another order came with a tour guide by helping a blind person:

…. was with me a blind person, and through my stylistic in the explanation was holding the hand of the tourist and explain by touching the hand of the tourist of the artifact and rocks to simulate the reality…(Guide 9 with 14 years experiences , English , France ,Italy)

Another attitude of strategies affecting time:

…. An Indian tourist with disabilities who helped him move inside an archaeological site, the visit was scheduled to take an hour and a half but took three hours…(Guide 6, 18 years experiences, English)

Previously, the tourist with disabilities, needs attention with no sense of gratitude, and the natural sites in Jordan do not serve people with special needs, and therefore here does not apply the term of (tourism for all). The lack of special tourist guides working with special needs people. Thus, the tour guide will create and innovate with the help of disabilities people and this is consistent with the study (Howard, J., Smith,2001), (Zhang, Chowthis,2004).

Innovation Challenges

Through interviews the tour guides revealed challenges that may collapse their innovation. This includes:

Management Challenge:

The guide tells us about management challenges:

….. Some of the challenges were to collision with the local community by looking at them as a guide capable of promoted an industry within the site. At the same time, the tourist sees that I get a percentage of community sales Consequently, there is no awareness by the competent authorities of the local community about the role of guide within natural sites…. (Guide 1 , one year's experiences, English , Spanish)

They refer to the lack of administrative attention to the tour guide:

Tourism needs mutual work, and the most important guide is needed as a partnership in the marketing process of the tourism product, and not marginalized and The need to include the tourist guide from dangerous occupations ...(Guide 2 with 19 years' experiences, English , French speaking)

Another guide expressed what inhabited him from innovation is the lack of interest in the tour guides and the constant neglects of them when holding meetings and invitation only who are not present in the field.

Professional Challenge:

I have a tour group in Ramadan and the weather was hot, and the natural sites closed at 4:00 pm, which makes the day short and the program is short and therefore the need to adhere to the time, which caused inconvenience to tourists… (Guide 2 with 19 years' experiences, English, French speaking)

An example of such challenges was given by a guide. He said shortening the time in such months of the year or in winter causes inconvenience to tourists and not comfortable. One tour guide said:

Some tourists want a program as it is, and the difference of time in summer and winter, makes the closing hours of natural sites in the early and different therefore need flexibility to manage the trip (Guide 1 with one-year experience, English, Spanish speaking).

CONCLUSION

This paper revealed themes related to issues related to their understanding of service innovation concept, and the innovation dimensions of their job. The findings of this paper offer insights into tour guides in relation to innovation issues.

The data obtained from the participants encompassed more than the professional demands and the work-focused conditions involved in working as tour guides. It included the subjective view of the tour guides in relation to work innovativeness. The data offered an understanding of how tour guides perceive their innovative role in the tourism industry. The themes and main topics of the interviews consisted of the interviewee's profile, (age, education, marital status, and number of experience years, foreign language spoken). Specifically, the findings revealed three key themes namely:(1) interpretation Innovation, (2), strategic innovation, (4) thematic innovation, and (5) behavioral innovation.

This study has highlighted that the innovation issue in the tourism industry goes farther than the technological innovation, or in the quality of the product. It shows that innovation made by the people who deliver the service is very important to be noticed and thus to be researched taking into account that the production of the tourism product takes place during the consumption.

The study focuses on one of the key service providers in the tourism experience who are the tour guides. They are the first, main direct, and sometimes the only service providers deal with the tourists in their stay in the destination (Aloudat, 2013). Therefore, it is very important to investigate the innovation issue within the tour guiding area and find out what innovative strategies the tour guides may add to the tourism experience giving the facts that today's tourists are experienced tourists and they ae more demanded and always seek for the new.

Accordingly, more research is needed to explore this issue in the tour guiding area. Possible paths of future research may to investigate the innovation in tour guiding comparing male tour guides to their colleagues from females. Another, future research may be on training needs for innovational service providing.

More research could take the perspectives of different tourism stakeholders including tour operators, tourism promotional bodies, and the local community, souvenir shops owners, and more broadly in the ancillary services which the tourists needs.

The study added literature on the status of innovation in tour guiding and in the tourism industry since it hints at factors relating to new things that have not been explored previously in a Jordanian context and not to any great extent in other places.

The study represents one of the very few studies that is innovation of tour guides and indeed is one of the few studies that presents these issues from the tour guides' perspective. As such this study and paper is a very valuable addition to the tourism and tour guiding literature.

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A SURVEY ON TOUR GUIDE LICENSE IN NATIVE LANGUAGE: THE CASE OF TURKEY

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Ozlem OZBEK**

INTRODUCTION

Tourist guides play a key role in the functioning of tour organizations, which prepared by travel agencies or tour operators. The guide's experience, knowledge, relationship with tourists, local people are the elements that make up the tour satisfaction.

LITERATURE REVIEW

When examining the development of tourist guidance in Turkey, it is possible to mention two periods. These periods are pre-public and post-public periods. The first guiding activities in the pre-republican period have started with Istanbul-Paris railway in 1870. After the famous Orient Express increased the number of visitors to Istanbul in 1883, there were a need for guiding to foreign tourist (Şahin, 2004: 139). It is observed that the first guidance activities started during this period and these guiding services have been professed by minorities or Levantines. The fact that Ottoman people did not have sufficient foreign language skills. Besides, the regions where the tourists were accommodated and shop were resided of Levantines. Also these citizens were relatively educated people who knew foreign languages, especially French. During this period, the majority of tour guides were Jews. They were French, Italian and Maltese. Unfortunately, these tourist guides where the ones who presented the history, culture and events to tourists from their own perspective and falsely. This narrative revealed the image problems that could not be corrected in the Ottoman Empire and it would be spent much effort to correct this misrepresenting.

The first arrangements on the profession of guidance, which became a propaganda tool against Levantine groups, were made with 190. Regulation in 1890. With this arrangement, it is also an important step to ask people who want to be a guide to use both Turkish and a foreign language effectively. In decree 2730, published in 1925, guidance was discussed under ten articles. It is possible to list the issues related to Turkish language in the content of these articles as follows: "Those who wish to take guidance or interpreting documents must have a good command of Turkish in terms of Both reading and writing and also must know a foreign language very well. Although the decree was issued in 1925, foreign nationals continued to service as tour guide until 1932. By the 2007 numbered law published in 1932, it was an obligation that Republic of Turkish citizens to be a tourist guide (Istanbul Dincer and Kizilirmak, 1997: 147). The second tourism advisory board held in 1950 was also so important in terms of history of tourist guidance in Turkey. According to Decree 2730 published in 1971, it has been made more comprehensive about Guide Courses and the regulations about occupation. In accordance with this regulation, in order to participate in tour guiding courses, it is necessary to pass the written and oral

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general culture and foreign language exams. And finally in 2012, the Professional Law on Tourist Guidance numbered 6326, is very important for tour guiding in Turkey. According the law, tourist guidance service is the promotion of cultural and tourism values of the country by using the language chosen by the local or foreign tourists. According to Article 5 (4) of the Law; the profession shall be performed only in foreign languages specified in the working card or in Turkish in cases allowed by the regulation. According to the regulation published in 2014 which is prepared as a requirement of Tourist Guidance Profession Law number 6326; foreign language proficiency certificate is mandatory as a score of at least 75 points, which has not lost its validity period determined by the relevant legislation from the Foreign Language Proficiency Exam (YDS).

Table 1. Tour Guide Chambers and Number of Active / Inactive Tour Guides

Chamber	National	National Active	National Inactive	Regional	Regional Active	Regional Inactive	Active	Inactive	Total Number Of Guides
ADRO	149	111	38	17	14	3	125	41	166
ANRO	720	488	232	91	86	5	574	237	811
ARO	1628	1308	320	74	63	11	1371	331	1702
ATRO	555	486	69	102	93	9	579	78	657
BURO	102	84	18	31	28	3	112	21	133
ÇARO	141	115	26	49	45	4	160	30	190
GARO	116	99	17	50	46	4	145	21	166
İRO	4264	3290	974	434	380	54	3670	1028	4698
İZRO	993	789	204	105	92	13	881	217	1098
MUTRO	388	312	76	35	33	2	345	78	423
NERO	560	479	81	176	167	9	646	90	736
ŞURO	111	82	29	32	29	3	111	32	143
TRO	100	76	24	24	21	3	97	27	124

(Tureb.org.tr, 2020)

Table 1 also shows that there are 11,047 tourist guides registered with the 13 guidance chamber in Turkey. And 8816 tour guides are working actively in tourism sector.

In relation to the research topic, UK is an example country where there is no foreign language requirement the for tourist guidance profession. Guidance is a profession carried out at regional and national level in UK. There are three different types of guidance, called White, Green and Blue Badge. Candidates must be at least 30 years of age in order to receive guidance training, while there is no obligation to graduate from higher education institutions or to speak any other language than English (Gorenak and Gorenak, 2012; Yenipınar and Zorkirişçi, 2013).

METHOD

The main aim of this study is to reveal the ideas of travel agency managers and tour guides about the giving tour guide license in native (Turkish) language. Qualitative research was preferred in this study because it allows in-depth information from tourist guides and travel agency officials. One-question open-ended online form was sent to the participants. Data were collected from 1 November 2019 to 15 January 2020. Interviews have carried out with 25 tourist guides from all chambers and 7 travel agencies officials working in various places by randomly selected from Turkey. Since the majority of the data has begun to concentrate in one direction, the sample was considered sufficient in this number.

RESULTS

In line with the interviews carried out with 25 tourist guides from all chambers and 7 travel agencies officials working in various places by randomly selected from Turkey, significant results have emerged.

Twenty of the tour guides interviewed strongly oppose the giving of a tour guide license in Turkish language. The presented underlying reasons are; adequate number of licensed guides in Turkey (K2, K4, K6, K12, K14, K18, K21, K23), current tour guides completed 4 years of studying in the university to be a guide and made a lot of effort to ensure their language proficiency (K1, K6, K23), the guides with foreign language skills already know Turkish language and can guide in this language (K3, K7, K10, K13, K15 (K17, K20, K21, K23), this adjustment will give rise to the excess of guides and decrease the guide fees and guide service quality (K4, K7, K8, K10, K13, K14, K15, K20, K23) and the requirement to master at least a foreign language is the most important criteria of the profession (K8, K10, K13, K14, K15, K17, K20, K21, K22). 5 of the 25 tour guides interviewed stated that tour guide license in native language can be given but they have some drawbacks. K9 stated that it is not a problem to give tour guide license in native language to people who have completed 4 years of studying in the university to be a guide but cannot meet the foreign language requirement. He stated that there is a problem in finding a guide especially in local groups in the tourism sector and tour guide license in native language can be given. K11 supports the tour guide license in native language, suggesting that the number of local tourists is increasing and the guide rooms are short of members. In addition, this participant stated that by giving tour guide license in native language, illegal guidance activities in many regions would be prevented. K19 suggested that the tour guide license in native language can be given for those who are graduates of tourist guidance for a single city or regions with high demand for 3 + 3 years until the passing of the foreign language exam, for a total of 6 years. K24 also has a similar view with K19. K24 stated that, upon graduation, tourist guidance students may be given the right to provide Turkish guidance for a temporary period (2 years) until they receive a foreign language certificate. K25 stated that it is a positive application only for guide candidates who want to provide guidance services to local tourists and who cannot receive a foreign language certificate, but for this, the scope of applied education as well as theoretical education should be improved. He emphasized that if tourist guidance candidates are given a license in this direction, the information of these people as well as tour performances should be measured and evaluated at certain time intervals.

7, A group travel agency managers interviewed support giving tour guide license in native language. The motives of the agency managers are as follows;

- The scarcity of tour guides who already have certificate,
- Travel agency's not being able to find a guide especially in the high season,
- Some tour guides state that they cannot provide guidance in the language written in their certificate (they say I don't know that language),
- Some of the tour guides cannot control the tour group,
- Some of the tour guides cannot manage the tour well and abandon the tour and leave the group,
- Some of the tour guides provide false and incomplete information about the historical and touristic places,
- There are more knowledgeable and talented people in the context of tour management compared to some tour guides and they cannot do this profession only because of the language barrier,
- The number of guides registered in some tour guide chambers is very low and one third of these guides are actively guiding,
- In regions where tour guide chamber with fewer members are found, there is a guide shortage and this causes illegal guidance activities in these regions,
- Due to the shortage of guides in the regions where tour guide chamber with fewer members are found, the guides demand high fees,
- The occupational qualification status of the tour guides is not measured at certain periods and this causes tour guides to not try to improve themselves, hence this decrease the service quality.

DISCUSSION

It is seen that tour guides and travel agencies conflict with each other about the tour guide license in native language. Tourist guides think that the giving tour guide license in native language will cause great problems, and the travel agencies emphasize the inadequacy of tour guides in terms of number and information. In this study, it was seen that in some regions in Turkey there are tour guide chambers with fewer members, and the number of active tour guides is insufficient. In this context, the Tourist Guides Union should carry out studies on the regions where the number of tour guides is low. In addition, travel agencies stated that some tour guides have deficiencies in terms of foreign language and general professional competencies. Therefore, as well as professional knowledge and skills, foreign language proficiency of tourist guides should be measured at certain intervals.

Rather than increasing the number of tour guides with giving tour guide license in native language, some regulations should be made s in the distribution of the number of licensed guides in the regions of Turkey. In addition, one of the determining criteria of the tourist guidance profession is that the guide knows at least one foreign language as well as the mother tongue. Already all tour guides are fluent in Turkish as it is their mother tongue. Therefore, the abolition of the foreign language requirement will mean the elimination of the most determinant feature of the tour guide profession and this regulation will decrease the quality of the tour guide profession.

The fact that the agencies' managers expressed tourist guides' insufficiency of foreign language skills, revealed another problem. In Turkey, most language exams

are based on reading and writing in measuring foreign language skills. Speaking and listening skills should be measured especially in the exams to be taken by those who will perform the guidance profession. Therefore, regulations should be made for exams that will demonstrate the language proficiency of tourist guides.

The reason why some travel agencies' managers said that some of tour guides are inadequate in their professional knowledge can be education requirement of tour guiding profession in Turkey. Education requirement of tour guiding profession may have flexibility. 6-month course organized by the Ministry, one-year postgraduate training in tourist guide department, 2-year or 4-year tourist guide associate degree can be enough for the education requirement. Tour guides, who are the faces of the country, should have at least 2 years of education in order to have sufficient knowledge and skills. Therefore, regulations on education should be made in the vocational law of tourist guidance. Finally, by measuring the knowledge and skills of tour guides at regular intervals and by continuous training of them, the service quality will increase. Therefore, the relevant authorities are required to make researches on this subject and make arrangements.

CONCLUSION

Foreign language proficiency certificate is needed in order to receive tourist guide license in Turkey. This proficiency certificate must be a document stating that 75 points are taken from the Foreign Language Exam held by Osym (Student selection and placement center). Or, a document indicating the success of the foreign language exam carried out by the association of tourist guide under the supervision of the Ministry can be used (tureb.org.tr/tr). While this issue is fixed with the law numbered 6326, it comes to the agenda from time to time by Tursab (Association of Turkish travel agencies) and is the subject of demand (Turizmgunlugu.com, 2020). Although the managers of travel agencies make such a request, the association of tourist guide states that there is not a necessity or need in tourist guidance in native language in Turkey (turizmnews.co, 2020).

The managers of the chamber of tourist guides states that tourist guidance is a profession that requires professionalism and foreign language ability and they also explain that the number of tourist guides in Turkey is too much. "As of today, the number of tourist guides are exceeding 10,000 in Turkey and especially in the last two years, the vast majority are experienced tourist guides which are struggling with unemployment and recession. The vast majority of these guides struggle with unemployment, but they generate income by serving the domestic tourism market in the high tourism season . Until now, even in high tourism season, no difficulties experienced in finding a tourist guide. " (iro.org.tr, 2020).

This research has been carried out by making a scientific determination about the subject of the Turkish guidance certificate, which is discussed many times in the sector. As seen in the research findings, it is understood that although travel agencies have such a demand (tourist guidance certificate in native language) for various reasons, the tourist guidance profession is one of the respected professions in the world and can only be achieved after certain qualifications. According to the law number 6326; Tourist guides who are fully equipped with the trainings given at Associate, Undergraduate and Graduate levels can provide guidance in their mother tongue if they receive a guidance license. As the guides participating in the research clearly stated; the demand for tourist guidance certificate in native language does not comply with professional standards and not applicable.

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WILL THE IMC HELP THE E-MARKETING TO BRAND CONSTANTINE CITY? NDOUR KSAMTINA APP

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Abstract

The city of '*Constantine*' as a tourist product possesses immense potentialities which are neglected, unknown and badly exploited in Algeria. In spite of the integration of the NICTs, that has become a universal trend; the incomes of the tourist sector are still modest. The E-marketing is the most effective method that is currently being implemented through: social networks, applications, geo localization, virtualization...etc. The study begun with a brainstorming session to deal with the following problem: *How does the IMC approach help to promote the tourist product 'Constantine city' through E-marketing?* The objective consists in adopting an integrated marketing communication approach (IMC) and implementing it in a tourism promotion strategy through a 'PULL' strategy in our case study. The attraction strategy is the answers you bring to the Internet users who ask their questions on search engines (Tang, Etourisme : pour un nouveau marketing touristique , 2015). It starts mainly with the customers' needs to build a communication strategy developed by the tourism company, so it's about taking the tourism product right to the mouths of tourism service consumers. This study is concluded with a practical application: creating logo / slogan and mapping out a digital tourism experience through an android Application ***Ndour_ksamtinna***. This e-tourism strategy aims to promote interaction with Internet users and to encourage bookings by managing its brand image perfectly on all media. It is a long-term investment that will increase not only the visibility of the city, but also the rate of bookings.

Keywords: E-marketing – IMC – E-Tourism – touristic Marketing – digital tourism.

INTRODUCTION

The main topic is based mainly on integrated marketing communication, which has emerged as a result of the serious difficulties that marketing experts and advertising planners have faced in recent years. Some scientific studies have shown a lot of evidence showing clearly that advertisements as well as advertising campaigns were not effective especially in the light of the enormous changes that the world has undergone since the beginning of the last decade, namely the transformation of the world into a global unified market and the development of mass communication media which have led to the fragmentation of mass media audiences. The emergence of new media have not resolved the importance of advertising due to the generalization of the Internet, and the intensification of competition at local and international levels and the cost of buying advertising space.

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The effects of these difficulties have been demonstrated by the almost constant decline in global advertising spending's. They have also helped to draw the attention of Western marketing communication experts to seek a new communication model that transcends these difficulties and increases the effectiveness of their communication programs.

The solution has been to adopt the integrated model, which considers communication and information media as an integrated system. The integrated model is a variable that can be linked to any sector and achieves efficiency. In the case of tourism sector, the IMC strategy in the tourism field must be seen in a global way. First of all, tourism decision-makers must determine the objectives, the target audience, the influencers and the type of information they wish to produce. Choosing the right format and appropriate communication tools is therefore essential. Then it is time for the brand city to disseminate and promote the information in a coherent manner on different platforms, while inserting links to its website.

Considering the possibilities offered by information technology, the company should no longer simply ask itself 'how do I reach my customers?' But also: 'how do I enable my customers to reach me?'. In our study case 'Constantine city' is the tourist product which possesses immense neglected, unknown and badly exploited potentials in Algeria. In spite of the integration of the NICTs, that has become a universal trend; the incomes of the tourist sector are still modest. E-marketing is the most effective method that is currently being implemented through: social networks, applications, geo localization, virtualization...etc. The study will answer the following question: How does the IMC approach help in branding 'Constantine city' through E-marketing***?*** The main objective is to adopt this IMC approach and implement it in the tourism business currently neglected by the Algerian government. This complex objective has several elements in its content, thus the main goal is divided into several sub-objectives which are presented in the form of axes:

- To demonstrate the crucial role and importance of the IMC approach in branding cities.

- To elaborate marketing communication action.

- To create an android application to promote the city of Constantine as an irresistible tourist product.

BACKGROUND AND LITERATURE REVIEW:

IMC substance

Marketing communications represents a critical aspect of companies' overall marketing missions and a major determinant of success or failure. All organizations—whether firms involved in B2B exchanges, companies engaged in B2C marketing, or organizations delivering not-for-profit services— use various marketing communications to promote their offerings and achieve financial and nonfinancial goals (Andrews & Shimp, 2013).The American Association of Advertising Agencies (AAAA) defines IMC as: a concept of marketing communication planning that recognizes the added value of a comprehensive

plan that evaluate the strategic roles of a variety of communication disciplines, e.g. general advertising, direct response, sales promotion and public relations- and combines these disciplines to provide clarity, consistency and maximum communication impact (Pelsmacker, Geuens, & Bergh, 2001)The development of integrated marketing communication, in a context of multiple points of contact/ fragmentation, mass dispersion and decreasing market shares in the media and communication channels used by the most powerful decision-makers, has led them to develop a management system that allows companies to find new solutions by placing the consumer and the media mix choice at the centre of their policy decisions.

Lars (Lars, 2013) insists that the Integrated Marketing Communication (IMC) involves the idea that a firm's promotional efforts should be coordinated to achieve the best combined effects of the firm's efforts. Resources are allocated to achieve those outcomes that the firm values the most. Promotion involves a number of tools we can use to increase demand for a brand. Currently, the promotional mix elements include advertising, public relations, sales promotion, personal selling, direct marketing, and online marketing/social media (Andrews & Shimp, 2013).

E-Marketing in the tourism field

E-marketing, also known as electronic marketing or Internet Marketing, Web Marketing, Digital Marketing, or Online Marketing is one of the methods used to promote a product or service. It is not a recent concept; it has become a reality with the emergence of the Internet. Strauss and Frost define it as: "The use of electronic data and applications for planning and executing the conception, distribution and pricing of ideas, goods and services to create exchanges that satisfy individual and organizational goals" (STRAUSS & FROST, 2001). From the above, a set of advantages can be deduced (https://www.mbaskool.com/business-concepts/team.html)

- Much better return from investment than that of traditional marketing as it helps in increasing sales revenue.

- E-marketing means reducing marketing campaign cost as the marketing is done through the internet.

- Fast results of the campaign as it helps to target the right customers.

- Easy monitoring as the web tracking capabilities help make e-marketing highly efficient

- By using e-marketing, viral content can be made, which helps in viral marketing.

E-marketing is also a part of integrated marketing communications (IMC), which helps a brand grow across different channels. E-marketing has become a pivotal tactic in the marketing strategy adopted by companies using several digital media channels. This marketing approach has been adopted by a number of companies and institutions, both in terms of service and productivity. As in case of tourism businesses, which have become the imperative of this type of marketing, there is a need to reach out to global and potential tourists in this small village. Developments in ICT influence all marketing functions and the

electronic marketplace brings new ways of marketing. It is obvious that ICT slashes marketing cost, removes intermediaries, and redefines marketing relationships (Rayport & Jaworski, 2001). The potential benefits resulting from e-commerce can be grouped into two categories:

- Improved effectiveness of current activities.
- Broaden opportunities and new activities.

E-commerce has been defined as being "every kind of commercial contact or transaction between two or more parties, being done with electronic means and network, and having as direct or indirect aim to sell products and services" (Demetriades & Baltas, 2003: 40). It seems that this definition encompasses all marketing activities. Rayport & Jaworski (2001) suggest that in order to compete in the electronic era, businesses must be prepared to use technology-mediated channels, create internal and external value, formulate technology convergent strategies, and organise resources around knowledge and relationships. On the marketing side, communication and customisation are among the new demands of the knowledge economy, whereby mass markets are a phenomenon of the past and interactive markets are the future (Wind & Mahajan, 2001).Because tourism is an information-based industry it is one of the natural leading industries on the Internet (Anchi et al., 2003). It is anticipated that most, if not all, sectors in the travel and tourism industry throughout the world will have sites on the Internet; showing the suitable marriage of two of the world's fastest growing industries: information technology and tourism. That is why e-travel is the leading and fastest growing category of e-commerce (Law & Leung, 2002; Demetriades & Baltas, 2003)

Branding cities

E-marketing evolved from a comparatively isolated group of "dot-com" firms to a mainstream marketing channel activity. This progress has also influenced customers and their "e-behaviour" in the process (Taylor, 2009). In this paper, we have tried to show brand as the product that we want to sell and the link between the tourist and the city's value proposition because it represents the functional and emotional advantages of the concept, which capitalise on the needs, ambitions and aspirations of the tourist. Place branding has gained visibility as one of the hot topics among academics and practitioners. Given that places are increasingly facing global competition in both their external and domestic markets, the application of branding techniques to places is growing in frequency.

METHODOLOGY

Since the study on the consistence of the two forms of communication is a recent topic in the marketing communication literature, a case study approach was used. This research strategy makes it possible to explore a given situation while integrating the subsystems that make it possible to understand the phenomenon studied in the situation in question (Yin, 2003). The particularity of opting for a single case study is to test a model developed in our thesis, but in a completely different sector of activity. We wanted to verify how it could be completed, confirmed or refuted (Hlady-Rispal, 2002). An attempt has been made to apply

a new analytical model for this sector or, in particular, to promote the Constantine City brand. The proposed model includes some phases of a marketing strategy. Adopting the main ideas of methodology (Munung, 2004) two sorts of methods were used: qualitative and quantitative information collection and analysis techniques, subdivided into three phases, which allowed to conduct this research effectively:

1- Analysis phase of the problem to be solved

- Identification of the problem to be solved by the Brand

- Determination of information to be collected and techniques to be used

2- Information gathering phase

- Documentary study of internal and external resources

3- Results analysis and action proposal phase

- Data entry and analytic processing

- Creating an android application as one of the solutions recommended: The proposed model conducted on a prototype of a geographical android application.

- Conclusion and development of recommendations.

RESULTS AND DISCUSSION

An IMC strategy must be seen in a global way. First of all, tourism decision-makers must determine the objectives, the target audience, the influencers and the type of information they wish to produce. Choosing the right format and appropriate communication tools is therefore essential. Then it is time for the brand city to disseminate and promote the information in a coherent manner on different platforms, while inserting links to its website.

Considering the possibilities offered by information technology, the company should no longer simply ask itself 'how do I reach my customers? 'but also: 'how do I enable my customers to reach me? '

An integrated marketing communication is developed in 8 steps explained (Hameidi, 2012). It is necessary to:

1) Determine the objectives of the communication

2) Identify the target who will receive the communication

3) Design the message

4) Choose the media

5) Evaluate the budget

6) Decide on the promotional mix

7) Measure results

8) Coordinate all communication actions

In our study case, we will focus on the first 4 steps of an integrated marketing communication of the Brand City:

Determine the objectives of the communication

The objectives of the communication campaign are mainly cognitive. In fact, the management aims to make the Brand of Constantine City well known (Menvielle, 2004).

1- Awareness of the city's heritage and transmitting the mission statement to the new generation, especially to the local inhabitants of Constantine and Algerians in general.

2- Enhancing heritage and creating a brand name for Constantine City.

3- Mediating Constantine's city using new technologies to reach the entire society.

4- Economic profitability of the tourism sector and the reinforcement of the economy through an integrated marketing communication strategy.

Identify the target who will receive the communication

The target audience in our case study is presented in the following table:

Table 1: ***Target audience of the IMC app***

Local visitors: All inhabitants of Algeria. On January, 1st 2020, the Algerian population is estimated at 43,9millions inhabitants (Demographie de l'Algérie , 2019).	This strategy fits perfectly with the local inhabitants only due to: - The foreign currency exchange problem and the external banking networks. - The lack of tourist infrastructures. - The lack of qualified staff and the limited hotel services. - The image of Algeria beyond the black decade.
	University Students: This is the most frequent category in the city of Constantine. Although students hardly ever book for hotels and tourist facilities, they consists an important mass for a considerable tourist promotion for Constantine City brand.
	Employees in the public and private sectors : Through the intermediary of tourist agencies who can sign agreements with governmental and private companies for their stays in the city of Constantine for work, conference and business employees can be joined by their families as well or for holidays out of work. Hence, employees are also a target audience.
	Businessmen: The structure of the new hotels, consisting of conference rooms, makes business tourism one of Constantine's most important bets.

Algeria went through a difficult period in the 1990s. Consequently, its reputation as a tourist destination and its image is in serious shambles. The encouragement of this kind of visits is one of the means to create a good reputation.

Constantine as a tourist product has immense potentialities that are inert, unknown and badly exploited. Despite the integration of NICTs which is becoming a trend worldwide as well as in Algerian scientific research, the revenues of the tourist sector remain modest.

The characteristics of Constantine city by the SWOT model are:

Table 2: SWOT model of Constantine city

STRENGHT	WEAKNESS
- The history of Constantine, one of the oldest cities in the world, is an important town in Mediterranean history. - Formerly Cirta, capital of the Numidian empire from 300 BC to 46 BC, it came under Roman domination afterwards. It owes its current name to Emperor Konstantin the 1st since 313 (Benzeggouta, 1998). - Constantine is also nicknamed the ' Town of Suspended Bridges', ' Old Rock Town', ' Ulemas Town', which is also called ' Eagles Town', as well as the 'Town of *Malouf*', which is a Constantinian variant of Arab-Andalusian music. This town is considered to be the capital of the East of Algeria. - The tertiary activities include wholesale and retail trade; handicrafts: copperware and velvet embroidery, and multiple services. - Tourist sites : ▪ Museums, mosques, monuments; the medina...etc. ▪ The city has 08 bridges ▪ More than 10 hotels. ▪ and more than 200 restaurants	- Lack of touristic infra-structures - Tourist competition with neighbouring countries - On the economic level Constantine shows the typical signs of being a far cry from the level of a metropolis. In fact, its economy has been in decline for several years now. - The insufficient quality of hotel services.
OPPORTUNITIES	**THREATS**
- Constantine city can be a regional metropolis cause it has the base of tourist product and the main ability for development (CHERRAD, 2013) - According to the US national daily USA Today (Nour, 2018), Constantine is one of the eleven cities to be visited in the world in 2018. The newspaper relied on the explorations of a young American named Sal Lavallo, who has visited all 193 member states of the United Nations. - A unique place for tourism investment - The old sites in the province makes it possible to shoot films, so it's about attracting the film producers.	- Neighbouring countries such as Tunisia and Morocco. - Hotel and restaurant costs - Congestion and narrow streets

Designing the message

The main objective of the IMC is to gain consistency in all media and to take over the "positioning" of the Brand city on the touristic market ... Not being dependent only on the efforts of the government and the help of advertising agencies with an advertising idea that cannot be declined on the other points of contact.

> (Bard, 2008)Insist on the idea of *: the 360° communication is now unavoidable, the objective is not to choose 360 points of contact but*

only those that are most relevant upstream to reach all categories of society and all target audiences.

The main content of our message is insisting on the originality and the uniqueness of Constantine's city showing the tourist places thus we lean on the emotional aspect where we attract the attention of the tourists through a promise of an unforgettable experience and life's adventure. We will give the dream for dreamers and those who love to travel, Above all with a rather attractive slogan based on the popular and native language of the region.

In the case of Constantine's city brand, a logo and a slogan were designed first.

A logo inspired by the seven bridges of the city. In particular, the bridge of Sidi Rached which is the support of the logo and the Latin letters of the name of the city 'Constantine' and the choice of color also had a landmark with the old coat of arms of the province during the colonial period: Azur represents the sky of Algeria, the gules (from a Persian word meaning colours) would symbolize the desert; or, according to another meaning, the gorges of the Rhumel (described by Guy de Maupassant as a 'red abyss as if the eternal flames had burned it').

The chevron represents the confluence upstream and near Constantine of Oued Rhumel and Bou Merzoug. Some believe to view it as the spur of the Arabic horsemen. The barb is the evocation of the Rhumel which crosses the city; common fish of the Algerian wadis, (the first Christians). The mural crown is the normal stamp of the coats of arms in the cities. Here, it has a special meaning. Constantine (e.g. Cirta) belonged to the highest antiquity, a stronghold, surrounded by solid fortifications. As for the horse, with the black Numidian dress (cheerful meaning naked, i.e. neither saddled nor bridled), it reminds us of the importance of the saddled animal for the people of the region. It can also recall the memory of the famous black mare Halilifa, found in an Arabic legend, who by her instinct, vigour and gallop, contributed to the deliverance of Constantine from by the Tunisians in 1700.

Yellow, orange , blue and also white were taken as a background (see the following photos):

Figure 1: The Constantine IMC tourism logo

Figure 2: The coat of arms of Constantine city

Concerning the slogan, the popular Arabic language and the regional accent were chosen in order to give originality to the application which fits the target audience of the integrated marketing communication *Ndour Ksamtinna* (see the following picture) :

Touristic circuit of *Ndour Ksamtina* App

Figure 4: touristic circuit in Ndour Ksamtina App

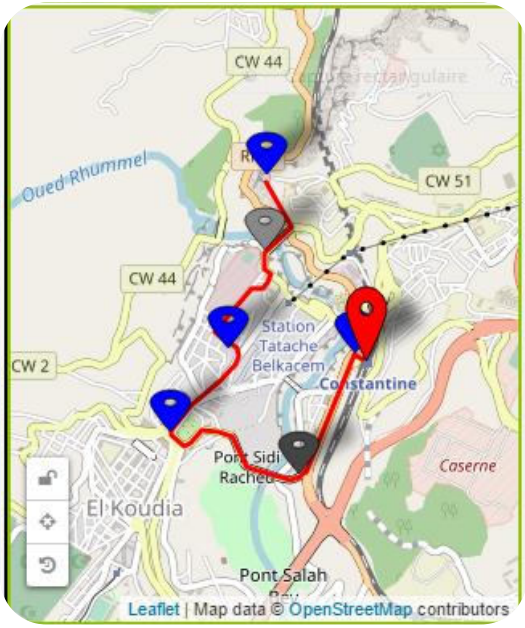
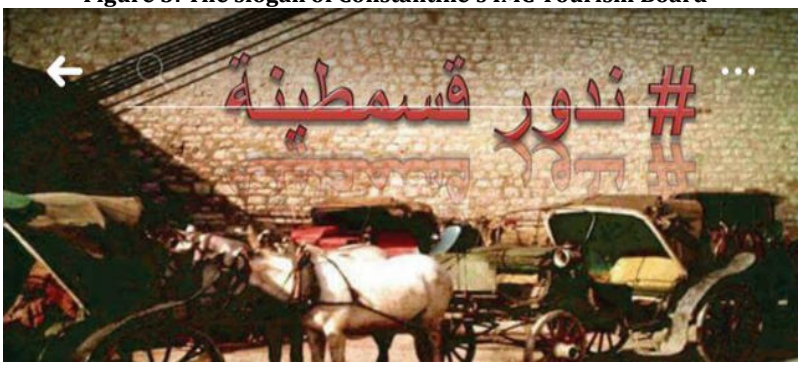


Figure 3: The slogan of Constantine's IMC Tourism Board



Old Town

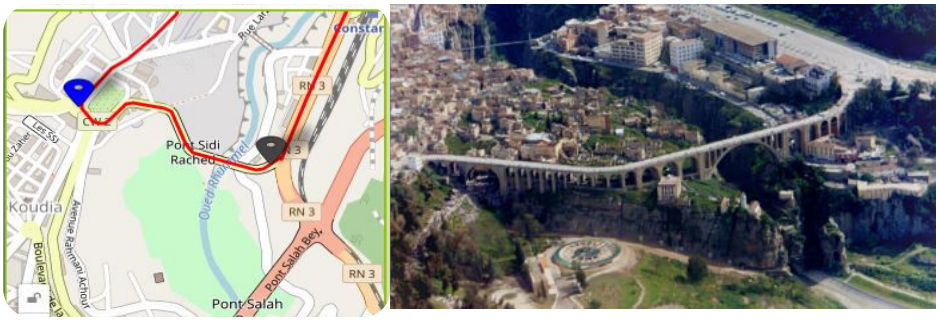
Rich heritage

Different periods

Buildings, squares, bridges

Station n1: Sidi Rached Bridge

Figure 5: the location of Sidi Rachad Bridge in the app



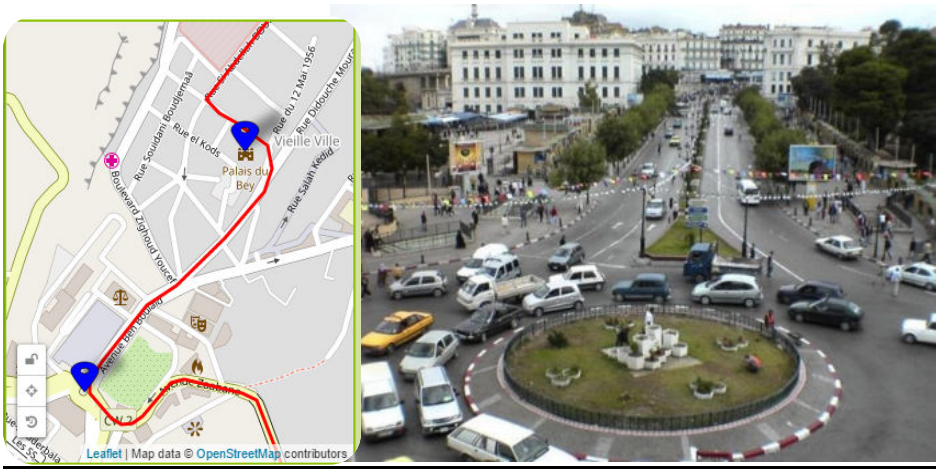
Period: colonial

Date of construction: 1912

Architectural features: 25 ashlar arches, including a central one with a 70 m opening and a height of 105 m

Station N°2:Down-town

Figure 6: the location of Downtown in the app



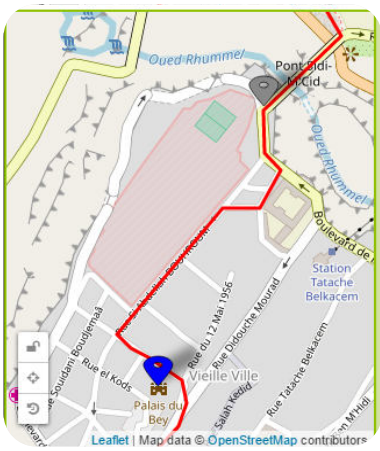
La Brèche (Rift)

Several buildings: Citroën garage, *Cirta* hotel, theatre, etc.

Breakthroughs: *Larbi Ben M'hidi* Street, *Didouche Mourad* Street

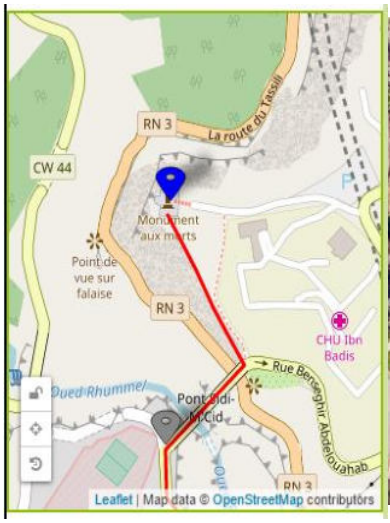
Station N°3: *Bey* Palace

Figure 7: Overview of Ottoman presence Architecture of Bey palace



Station N° 4: t *Sidi M'cid* Bridge

Figure 8: the location of Sidi M'cid Bridge in the app



Period: colonial

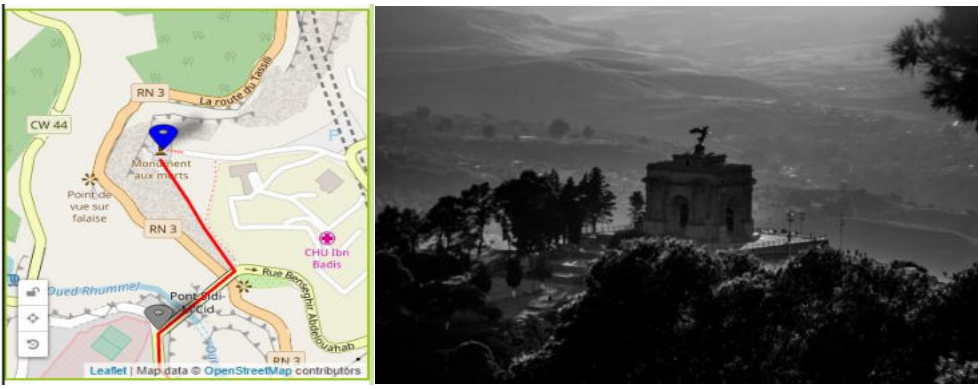
Date of construction: 1912

Architectural features: Length of 168 m

The engineer: Arnaudin

Station N°5: Monument of death

Figure 9: the location of Monument of death



Period: colonial

Date of construction:1918/1930

Architectural features: Stone triumphal arch

Bronze Victory Status

Choosing the media

The key tool adopted in our integrated marketing communication strategy is to create an android application that shows a touristic circuit in Constantine. Howerver this application also needs a defusing place or implantation to be used.

(Neff, 2014) says in this context that after having put so much effort in creating a beautiful android application, optimized for mobile phones, it is necessary to communicate a maximum on social media and other kinds of communication tools. As we have seen in the introduction, a large majority of Internet users are aware of what is happening on social networks before making a reservation. You must therefore integrate them into your digital strategy to boost your communication, increase your notoriety and increase you're referencing.

(Tang, Etourisme et médias sociaux, 2013) Said that social media are made up of all web platforms, whether or not they are brand owners, on which information can be exchanged. As such, they include, without being exhaustive .Social networks (e.g. Facebook; Websites, Blogs, The forums; online notification sites...)

A large majority of Internet users are aware of the importance of social networks, advertising sheets and personal communication to book a reservation or visiting a particular place. Therefore it is necessary to integrate them into the digital strategy to boost communication, increase awareness and increase SEO.

The main communication tools chosen have a direct relationship with the target audience

1. Therefore with university students: advertising is placed in
   - Facebook page of each department in addition to the official website
   - The departments of each faculty. (advertising sheet)
   - In bus stations
   - In means of transportation (university buses)
   - In university halls of residence (Campus)
2. for employees :
   - Posters in the work office
   - Notes in the work
   - Phone messages
3. for businessmen:
   - At the national airport
   - In hotels
   - In tourist attractions
   - Downtown
   - Direct mail or email

CONCLUSION

As (PRIVAT, 2012) said , Tourism market is above all a fragmented market made up of a multitude of players spread over an increasingly competitive chain of activities: suppliers, producers, distributors. At the same time, it is important to stress that the purchasing process is even more than other sectors dependent on one major criterion: information. It is the hub of this business, which in fact largely justifies the major impact that the Internet has had on the structure of the market. The aim of IMC approach is to promote Constantine city as a touristic destination using new technologies and encouraging interaction with Internet users, and bookings by managing its image perfectly on all media. It is a long-term investment that will allow increasing the visibility of the Brand City and the positioning.

This study concludes with several perspectives:

- Attract foreign tourists to Algeria.
- Conformation of a global integrated tourism marketing communication strategy which is based on good concepts and includes all tourism actors.
- Developing this application to meet the needs of customers and consumers of tourism showing the beauty of the country, the first phase of development has affected the location of one city Brand now the vision to the whole country so the application will be called *Ndour_Bladi.*
- Regarding the application options, the 3D tour option will be added as well.
- This application will be funded by the Ministry of Tourism at the beginning and then we will benefit from the advertising of tourist agencies and hotels and restaurants to show their products on the application.

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THE ROLE OF STAKEHOLDERS IN THE REJUVENATION OF TOURISM DESTINATIONS: THE CASE OF KAS

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Emre Ozan AKSOZ**

Abstract

The aim of this study is to determine the role of stakeholders in the rejuvenation of tourism destinations. Qualitative data collection techniques were applied in the research. In this context, interviews with 10 tourism stakeholders in Kas region were held face to face through semi-structured questions. As a result of the research, it was determined that the most supported stakeholders in the process of rejuvenation of tourism are non-governmental organizations (NGOs), local administrations, business owners/ managers and local residents. These findings provide an insight to literature and new directions and suggestions for local governments, regional marketing organizations and business managers on how tourism development and rejuvenation can be achieved in destinations.

Keywords: Tourism Destination, Destination Life Cycle, Rejuvenation, Stakeholders, Kas.

INTRODUCTION

Despite all the negative situations, some destinations can achieve success in tourism and continue to attract tourists. However, some destinations face stagnation and decline in arrival and overnight rates. There are tourism stakeholders that control or strongly influence the management and progress of all these changes in destinations (Weiermair, Peters & Schuckert, 2007). Freeman (1984:46) defines tourism stakeholders as "groups or individuals that can affect the development of the destination and are affected by the development". While each group of stakeholders plays an important role in stimulating tourism, some stakeholders are more significant than others in determining the success of the activities. As stakeholders vary in the phenomenon of tourism industry, it can be difficult to find a common way between these various agendas. Because tourism development includes both personal and contextual components and what is perceived as sustainable practices in one location can differ significantly from another. Therefore, it is inevitable to identify key stakeholders in the rejuvenation of tourism and to understand how each stakeholder group uses their interests in tourism (Hardy & Beeton, 2001). However, since tourism development and its effects can be perceived differently by each stakeholder, the need to understand stakeholder perceptions also arises (Gee & Fayos-Sola, 1997). Hence, understanding stakeholder roles can be seen as a prerequisite for better management of the tourism rejuvenation process in a destination. The performance of a tourism destination is based not only on its individual characteristics, but also on the links between these various component actors (March & Wilkinson, 2009). Each

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stakeholder has different goals, interests and responsibilities in the management and sustainability of economic, social and environmental resources in tourism destinations. Although each stakeholder group have different goals and interests in tourism, they also have common features. Depending on the purpose of study and stakeholder characteristics, the participants of the study are determined as tourism stakeholders. In this context, the main purpose of the study is to determine the roles of stakeholders in the process of rejuvenation of tourism destinations. In this context, it is expected that the results of this study to contribute both to the literature and to the future directions.

LITERATURE

Providing tourism in destinations in a sustainable way requires the support of a large number of diverse parties, including groups from the tourism industry, community and public sector institutions. However, each stakeholder has different goals, interests and responsibilities in the management and sustainability of economic, social and environmental resources in tourism destinations (Long, 1997). In this context, when the characteristics of the stakeholders are evaluated, according to Brokaj (2014), *central* and *local governments* have crucial roles in promoting and enabling the private sector, local community, tourists and other sectors in the process of rejuvenation destinations. They form central and local policies and actions in the sustainable development of the destination by creating and implementing various policies in order to ensure tourism development and management in harmony with others (Kubickova, 2016). Nevertheless, *local residents*, another key actor in the destination, have an effect on the tourism development concept due to their involvement in tourism planning and decision-making processes and stand out as one of the key stakeholders in tourism development (Jackson & Morpeth, 2000). Gursoy and Rutherford (2004) state that understanding the support premises of local residents for tourism development is crucial for local governments, policymakers and businesses. As a matter of fact, it is emphasized that the success and sustainability of any development is based on the active support of local resident (Stylidis, Biran, Sit & Szivas, 2014).

Tourism enterprises, which are another actors of the destination, are generally economic actors and have a separate responsibility for working in a way that reduces and compensates for the gaps in tourism policies (Cole, 2014) of businesses. They have roles such as increasing competitiveness, reducing costs, reducing the turnover of employees, presenting a positive image to guests, creating employment, providing service quality and increasing guest satisfaction (Weaver, 2010).

Liburd (2004) states that *NGO*s are acting as mediators and facilitators among poor groups in tourism destinations, help them to express their difficulties and complaints, and to take appropriate and joint actions, to raise awareness about the policies implemented. According to Horochowski&Moisey (1999), the most significant role of NGOs in tourism destinations is to create more sustainable practices in the field of tourism and implement environmental protection efforts in less developed countries.

Tourism employees play role in service quality, customer satisfaction and image creation in a tourism destination (Bitner, 1990). The success of any quality management initiative depends on the ability and willingness of employees to recognize and respond to improved service quality demands from both managers and customers (Sharpley & Forster, 2003; Yeh, 2013). *Tourists* have a significant dominant role and influence on the destination (Morais & Lin, 2010). In this context, all of the variables including the socio-demographic characteristics of the tourists, the information they use, the images they have and their attitudes towards the destinations shape the development of the destination (Um & Crompton, 1990).

It is an undeniable fact that since the discovery of tourism in destinations, each stakeholder group has an impact on tourism development. When the researches in the literature are examined, it is possible to say that there is stakeholders` effect on all destinations with different characteristics such as rural, sea, city, village and town. In this context, Table 1 includes studies regarding the roles of stakeholders on tourism development. When the studies are evaluated, the role of stakeholders in tourism development (Akama, 2002; Amerta, 2017; Cheng, Hu, Fox & Zhang, 2012; Komppula, 2014;), their effects on managing disasters in tourism (Asgary, Badri, Rafieian & Hajinejad, 2006), their role in sustainable tourism development (Begum, Er, Alam & Sahazali, 2014; Byrd, 2007; Duarte Alonso & Nyanjom, 2017; Ellis & Sheridan, 2014; Holden, 2010; Kruja&Hasaj, 2010) is supported by the results obtained in the researches. Therefore, the importance of the stakeholders role in the rejuvenation of tourism destinations has emerged as a result of the researches conducted.

Table 1: Researches on the Roles of Stakeholders

Researcher(s)	Aim of the Study-Applied Method	Results
Akama (2002)	The study examines the key factors which are responsible for Kenya's current decline in the tourism industry and its relationship to the government's role in the development of tourism. In this context, case study method is applied.	The State of Kenya has an effective role on the development of the country's tourism industry over the years. In the discovery phase of tourism development in Kenya, there was government support that helped lay the foundation and ultimately help the country's tourism industry to develop rapidly. In the 1990s, however, the Kenya tourism industry was found to face serious problems, such as reduced international visitor inflows and reduced tourism revenues.
Asgary, et al. (2006)	In this study, the role of stakeholders played after the Bam earthquake and their contribution to the success and failure of using these opportunities were examined.	Cooperation and participation of stakeholders, knowledge and experience, long-term and holistic visions, division of labor and use of resources have been determined to be successful and unsuccessful in using post-disaster opportunities.

Byrd (2007)	The study examines how stakeholder engagement is included in the basic concept of sustainable tourism development.	In this context, investigations were carried out over the literature. Four different stakeholder groups that are effective for sustainability and sustainable tourism have been identified; current visitors, future visitors, current host community and future host community.
Holden (2010)	It is aimed to determine the perceptions of stakeholders in the Annapurna Conservation Area on sustainable tourism development. Qualitative data collection techniques were used in the study.	It is determined that there are basic difficulties in sustainable development in tourism. The key challenges are: 1) lack of confidence in the economic certainty of tourism and its use for foreign migration, 2) a maturing tourism market and 3) difficulties in local control of natural resources against foreign powers. These factors apply to the sustainable development philosophy built on conservation, community participation and social equality.
Kruja&Hasaj (2010)	In the study, whether differences in perception about sustainable tourism development and principles in the Shkodra Region are among the four stakeholder groups, local resident, entrepreneurs, government officials and tourists are examined. Quantitative data collection techniques are appplied.	It has been determined that the perception of sustainable tourism principles has changed significantly among stakeholder groups. As a different group of stakeholders, the majority of local resident generally welcome the tourism.
Cheng et al. (2012)	In the study, the point of view, potential roles and concerns of stakeholders about tourism development in China's Xinyang province were examined. In this context, interviews were held with stakeholders.	In the opinion of the stakeholders, the development of tea tourism in Xinyang has failed despite many good tea tourism appeals and better tea tourism planning, marketing and collaboration among stakeholders. Local management, tea garden owners, media, travel agencies and tea tourists are considered to be the main stakeholders with different roles in developing tea tourism for the development of successful tea tourism in Xinyang. Cooperation among stakeholders has been determined to be significant for the development of tea tourism.
Ellis&Sheridan (2014)	Literature review was utilized in the study. In this context, the roles of stakeholders in sustainable tourism development were	It has been determined that external stakeholders have roles and effects in developing theory models. Therefore, it was determined that each stakeholder group has different goals

	determined in community-based tourism practices.	and perspectives for sustainable tourism development and some stakeholders have the pressure to create an atmosphere conducive to investment in tourism activities since tourism is still in its initial stage in Shkodra Region. Local resident, tourism, job creation, wealth creation, etc. It has been determined that they have positive attitudes towards development. However, it has been concluded that cooperation between key stakeholders is one of the key components of sustainable development efforts.
Begum et al. (2014)	The aim of the study is to determine whether the differences in perceptions of tourists in sustainable tourism. Data was collected from 735 participants.	The government, private and local resident have been determined to play an essential role in shaping the development of sustainable tourism in Melaka and satisfying tourists. Development in Melaka exist between the three stakeholder groups: the government, local resident and private entrepreneurs.
Komppula (2014)	The purpose of the study is to increase the understanding of the role of entrepreneurs in increasing the competitiveness of the rural tourism destination. In this context study was held through six case studies and tourism entrepreneurs and managers. Semi-structured interviews has been done with nine resident. different stakeholders at the rural tourism destination in Finland.	It has been determined that the current DMO dominant approach to the development of competitiveness is challenging and that cooperation between small tourism enterprises should be accepted in the development of rural destinations. It is concluded that local governments have a substantial role as facilitators of the entrepreneurship environment and that no destination will develop without innovative, determined and risk-taking entrepreneurs.
Amerta (2017)	In the study, it was aimed to determine the role of tourism stakeholders who are thought to have an effective role in the development of rural tourism. Research was carried out with a qualitative approach.	Since the beginning and planning of the tourism development of the region, it has been determined that the local community, the government, and the investors in this village have participated actively and directly in supporting the development of the Jasri Tourism Village. The role of the tourism stakeholders played a role in the early planning of Jasri Tourism Village and the development of Jasri Tourism Village.

Duarte Alonso &Nyanjom (2017)	The study aimed to examine the role of stakeholders in the development of sustainable tourism in rural communities. Focus group meetings and interviews were held with local resident and business owners / managers in Bridgetown region of Western Australia.	It has been identified that there are four key groups of participants, each emphasizing the role of the participant as the community and tourism stakeholders. These; tourism advocates, brand developers, reluctant followers and local resident. In addition, consensus, appropriateness and role-playing have been identified as basic concepts.

Source: Compiled by authors

METHOD

The research focuses on determination the roles of stakeholders in the rejuvenation process in tourism destinations. In this context, qualitative data collection techniques were applied to analyze the perceptions of the stakeholders' roles in depth and to reveal them from a holistic perspective. In this context, the research questions in which the answer is sought are as follows:

- What are the roles of stakeholders in the rejuvenation of tourism?
- How does the level of cooperation between stakeholders emerge during the rejuvenation of tourism?

In the research, semi-structured interview questions were applied as data collection tool. In this context, it has created a list of original questions that serve as a study interview protocol to allow for perceptions and views on the development process and rejuvenation strategies of the destination. The interview questions were prepared on the basis of the research questions and literature. Afterwards, the researcher received expert opinions from six academics specialized in destinations to revise the preliminary question draft. As a result of the opinions received from the experts, the interview questions were corrected in such a way that they were clear enough to receive information from the participants. After the interview questions were finalized, research was carried out in Kas region in September 2019.

In order to analyze the situation in the study, one of the purposeful sampling types, “maximum diversity sampling” was applied. Therefore, in order to save time, money and effort in the selection of participants, interviews were held with the stakeholders that are accessible. In this context, 10 participants were interviewed. The interviews were conducted as audio recordings with the permission of the participants. Later, these interview records were transcribed. After the interview transcripts were completed, the data were analyzed in depth through descriptive analysis for the purpose of the research. The analysis of the data was carried out manually.

FINDINGS

The findings regarding the demographic characteristics of the participants are given in Table 1. It is seen that the participants consist of five female and five male, their ages are between 34-65, their education levels are mostly

undergraduate and when analyzed in terms of stakeholder characteristics, they are business manager/owner, local resident, tourism employee and tourist.

Table 2: Demographic Features of the Participants

Participants	Gender	Age	Education	Stakeholder Features	Interview Duration
P1	Female	53	Undergraduate	Business Manager/Travel Agency	43:51
P2	Male	43	Graduate	Business Owner/Restaurant	33:45
P3	Male	45	Undergraduate	Owner/Travel Agency	52:23
P4	Male	46	Bachelor	Tourist	34:31
P5	Female	46	Undergraduate	Local Residence	24:18
P6	Female	34	High School	Tourism Employee/Ceramic Store	1:07:18
P7	Male	54	High School	Local Residence	1:02:12
P8	Female	64	Primary School	Business Owner/Restaurant	32:38
P9	Female	44	Undergraduate	Business Manager/Store	35:49
P10	Male	65	Undergraduate	Business Manager/Travel Agency	1:17:10

Findings on the Roles of Stakeholders

Findings obtained as a result of the interviews with the participants were categorized and examined in the context of the purpose and questions of the research. When the opinions of the participants regarding the roles of the stakeholders were evaluated during the rejuvenation of tourism, it was determined that they had roles such as planning, promotion, conservation of resources, management, and quality of service. In this context, P7 stated that local governments, NGOs and local resident have a significant role in the rejuvenation of tourism, and explained the situation as follows:

> *'' I worked in the management and promotion association of Kas for five years. Here at that time we were only concerned with nature, crooked construction and illegal work. At the same time, our residents follow the trends. They make their buildings according to new trends. If the building they built is old, they design it and the hostels here are better than the five-star hotels that you have seen in the metropolitan cities. Tourism Promotion Association also goes to fairs in Germany and promotes every year. Previously, Emitt and another private place were promoted in Istanbul. "*

When the opinions of the participants regarding the rejuvenation process of tourism were evaluated, it was determined that there were various problems

and planning and tourism awareness should be created in order to overcome these problems. In this context, the views of P7 and P9 are as follows:

> *'' As far as I remember, the last four or five years to protect the animals and there are studies to ensure their reproduction. Due to the intense hunting, their lineage began to be extinct. There is work there. In general, we are experiencing macro problems in the world over here as a micro way. For example, nothing is done. There is no control by the government. The businesses are not being controlled. So, there is not supervision. Of course, development can be done, but it can be done by showing nature's beauty without harming ecological nature.''*
>
> *(…) The local residents have a situation like this. Local residents usually care about money. Now, there is an airport project. It does not perceive it to be done there. They say we do not care. I will sell my land. Let it be done too. Let the road come too. "*

It was determined that the most supporters in tourism were the Tourism and Promotion Association and Kas Underwater Diving Association and local government. It was stated by the participants that NGOs are involved in tourism initiatives. In this context, the views of P1, P3, P5 and P6 are as follows:

> *'' Tourism Promotion Association. Then, the Underwater Diving Association. In addition, the municipality supports it constantly. "*
>
> *'' There is a tourism association. Those who want to go there attend the meeting and give their opinions. "*
>
> *''There are many NGOs in Kas. Hoteliers have a tourism promotion association. Actually there are many. But as I said, the tourism promotion association cannot promote. They usually deal with the courts. But there are these organizations. They're doing something. ''*
>
> *''Tourism association and NGOs are more active in this sense. The local government cannot be fully active as it remains in the political area. "*

P1 is stated that there was not support and summarized the situation as follows:

> *'' What we do is a little bit of a specific job. We are just a company that does our job in a right way. Unfortunately, we cannot longer struggle. We have come to the clogging point. We do not get any support. Local administrations have zero support. We have no way of departure from here. We have no landing place. Any agencies make their own way by their own? We made our way by ourselves. I don't know how long we can stand like this. ''*

In the evaluations made regarding the practices of the stakeholders and rejuvenation process of tourism in Kas region, it was determined that the lack of

planning was also emphasized. P2 stated that tourism is not developing in a planned way and explained his view as follows:

> *'' No, I am not one of those who think that tourism has planned and systematic development. I do not think that neither the local government nor the social responsibility associations show such a step-by-step systematic development and effort. When 5000 residents arrive in the middle of June, I know that electricity will be cut off. The reason for this is that the infrastructure of a rising town that does this momentum is not enough. What are the local authorities doing about it? It doesn't do anything. Everyone look at tourists as they leave money. In fact, it will reach a point where we will have a headache in the long* term*. Apart from that, a group* of people *wants that airport and highway should* to *be built over here. ''*

Findings Regarding the Level of Cooperation Between Stakeholders

When the opinions about whether there is cooperation among the stakeholders during the rejuvenation of tourism are evaluated, it is determined that there is a lack of cooperation in Kas. In this context, it is emphasized that tourism activities are generally carried out individually. In this context P1, P2 and P10 views on cooperation among stakeholders in the rejuvenation of tourism are as follows:

> *''Here we see those who want and do not want mass tourism. This kind of work is done on highways, airports. Five-star hotels should be built here. They said that there are some of our children who want to work in five-star hotels. No, this is how it stays, there are residents who say it is much more beautiful on its local form. There is obviously such a distinction. They are stakeholders among themselves. We are also stakeholders among us. "*
>
> *"We have been here for ten years. I guess we talked to* themselves *about the fair that the municipality attended last year or the previous year. What they have asked us to do? What did you say? Come, support and give me neither photo nor video. Such things never happened. Think about it, they ignore us so much. "*
>
> *'' Now there are agencies dealing with their own efforts. You cannot expect it from the municipality anyway. There are more residents who are dealing individually. There is no draw. But it's not too bad. Nobody carves anyone's eyes. In proportion, it is better because it is smaller than many towns. "*

In the evaluations made on the level of cooperation between the stakeholders, there is a group stating that there is cooperation between the stakeholders. In this context, the views of P5, P7 and P8 regarding the level of cooperation are as follows:

> *'' There is cooperation. Let's say we're full. We're looking for friends right away in case there is a vacancy. Or let's say one person was exposed, so we just put it in a way. There is not problem*

in Kas. There is cooperation. We also direct the dining places. In that sense, cooperation is very much. "

''Of course, everyone gets to each other. So, they ask where to eat, where can we eat? I first ask what they want to eat and direct them accordingly. "

''Of course, there are. It happens among our neighbors. When something is needed, I give it at that moment. I give it if they need it. We try to support each other.

CONCLUSION

The success of the rejuvenation process is possible with an integrated supply and demand-oriented perspective, where all stakeholders are cooperated. In this study, it was aimed to examine the role of stakeholders in the rejuvenation process in tourism destinations. In this context, interviews were held with 10 stakeholders in Kas. As a result of the interviews with the stakeholders, a general evaluation was made through descriptive analysis within the scope of Kas, which is one of tourism region of Antalya and offers boutique tourism facilities.

When the findings obtained in the research are evaluated, it is possible to say that each of the local governments, local resident, NGOs, tourism employees, tourism enterprises and tourists have an effect in the rejuvenate of tourism in Kas. Therefore, the necessity of rejuvenation to be addressed in a supply and demand chain was once again demonstrated by the results obtained in this research. Nevertheless, local governments, local resident and NGOs, which have effects in the revival of the tourism of Kas region, once again determined the importance of the role of these stakeholders. Local governments are considered as the most effective authority in the development of tourism development policies. As for the local resident, the main owner of the tourism destinations, it has been concluded that being involved in this tourism development process is substantial in making appropriate decisions and being a part of the local resident in the development of tourism. It is possible to say that the roles of NGOs in tourism development clearly demonstrate the roles of protection, monitoring, promotion and reducing inequality in a special destination such as Kas.

The development and implementation of strategic goals in destinations is based on relationships between stakeholders. It is inevitable that some stakeholders' interests will contradict others. This is often the result of stakeholders' efforts to increase their benefits. Failure to maintain balance in this context directly endangers the relations between stakeholders and threatens the achievement of strategic goals, the long-term competitiveness and well-being of destinations. Therefore, in this study, the importance of the level of cooperation between stakeholders has been re-determined in the case of Kas as in all destinations. However, the necessity of including each stakeholder group in the tourism development process once again emerged. By ensuring cooperation, it will be possible to talk about sustainable development and rejuvenation in tourism destinations.

The main limitation of this study is that the results obtained are valid for the participants. The results obtained in this study are valid only in the context of 10

stakeholders in Kas region. In this context, interviews can be conducted by increasing the number of stakeholders in future studies. In addition, researches can be carried out in a comparative manner with the stakeholders of the destination, which exhibit similar characteristics to Kas with the mixed (qualitative and quantitative) method.

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SOCIETAL ANALYSIS OF WATER TOURISM BASED ON THE SUSTAINABLE DEVELOPMENT GOALS: A CONCEPTUAL REVIEW AND CONTENT ANALYSIS

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INTRODUCTION

In the context of social tourism, water become an exceptional topic for its distinctively multi-scale social and cultural perspectives. Water tourism as both transportation and leisure activity reported to have complex socio-cultural and environmental impact at different level of society. However, water and coastal recreations remains as one of noticeable context in tourism studies, there are still some nexus vague concerning the role of water tourism as a potential contributory factor to the leisure domain of life, psychological resources and social well-being. The primary purpose of this study is to analysing the impact of water tourism to advance the understanding of the progress in this field. Furthermore, it aims to discover trends and mentalities of water-based landscapes and activities in todays' society in order to improve the quality of life for both tourists and local communities. This study intends to address the following research questions: To what extent, hydrological leisure resources can encourage the rise of a new cultural attitude regarding water-based experiences or have the potential to spread an awareness about the responsible use of this social asset? How the advancement of water recreation activities would influence the wellbeing and life quality of tourist and local communities? Under what circumstances the rise on a new understanding of water-based experiences would have positive socioeconomic, cultural and environmental impulse for the conservation of these areas at global scale? What marketing strategies could target the most loyal segment in this aspect of tourism?

THEORETICAL AND CONCEPTUAL FRAMEWORK

Over the past decades, numerous appeals for the greater consideration of emerging context in management theory have appeared in the literature. The basic principle of all social science is that there is a dynamic interplay between micro and macro and that to appreciate the complexity of any social reality we have to examine the interplay between these two realms (Bamberger, 2008). In each specific field, the underlying message has been relatively similar: that a greater consideration of context is required to prevent advance fracturing of the area (Bamberger, 2008). Specifically, when it comes to sustainable management field. In tourism industry, intersection of mobility's paradigm, a consideration of local and destination community well-being, and the examination of tourism sustainability through an analysis of its positive and negative impacts on local community, tourists and environment (Moscardo et.al, 2013).

Tourism decisions are goal-driven. The 'goal-valence principle' states that tourism fulfilment will be boosted when touristic goals are carefully chosen, for which accomplishment is likely to encourage high positive affect in various life

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domains. Tourism experiences may produce positive affect directly and indirectly in relation to the leisure domains, hedonic and eudaimonic wellbeing in life, such as love life, social life, family-life, and work life (Sirgy, 2010). Tourism studies has also become more focused on wellbeing in the last few decades, both from a theoretical and methodological perspective. New theorisations and empirical research have sought to connect tourist behaviour to other spheres of people's lives and experiences, and to explore the broader consequences of tourism activity on the lives of others (McCabe and Johnson, 2013). The purpose of analysis of water tourism impact from societal perspective is to make clear the highly complex and emergent nature of Sustainable Development Goals by decomposition of diverse element and individual in society at different positional and communicational levels which involves a micro–meso–macro division of analysis.

METHODOLOGY

This study uses conceptual review and content analysis, obtaining results that confirm the strategic role of water tourism at micro, meso and macro level, which covers both a supply- and demand-side perspectives. This study will discuss how contemplating a shift in water tourism from purely micro-individual-level research to meso- or multilevel research will contribute to feasible implications for sustainable tourism planners and researchers, and especially for community perceptions from sustainable development goals.

RESULTS AND CONCLUSION

In terms of recreations and leisure concerns, diverse forms of water tourism, such as beach tourism, tourism of reservoirs, natural pools and thermal waters build foundation for varieties of service industries and different touristic experience. Accordingly, the results of societal analysis at micro and meso level contribute to the informative application for the modern public health agencies in order to deal with new health problems of developed world that are afflicting societies such as stress and loneliness. These related organizations and agencies would get benefit from this study to enhance the health and wellbeing of people through water-based activities as one of the nature based solutions in alternative tourism. On the other hand, in aspect of sea going vessels, canals, rivers and oceans, transportation and accommodations characteristic of water tourism has been reported to have complex societal impact at macro level. The results of conceptual analysis at this level, propose important solutions for the development and implementation of new sustainable models for the management of water based leisure resources as a social asset. The implication of this conceptual review at different level of society would generate new sensitivity about the scientific and practical action to importance of water tourism and its significance in socioeconomic development and environmental sustainability.

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BLOCKCHAIN: CHALLENGES AND OPPORTUNITIES FOR TOURISM AND HOSPITALITY INDUSTRY

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INTRODUCTION

The influence of technology and the internet on tourism industry is undeniable. It started with the establishment of the Computer Reservation Systems (CRSs), then Global Distribution Systems (GDSs), followed by the development of Internet, which all together changed tourism industry's both supply and demand side (Buhalis & Law, 2008). One of the main benefits of the Internet for the demand side is the information search became transparent for the consumers thus empowering the consumers to make better decisions. For the supply side of the tourism industry the Internet allowed suppliers to distribute their products directly from their own websites and on third party online travel agencies (OTAs) and metasearch engines (e.g. skyscanner, kayak) as well.

Recently blockchain and crypto currency became topics of discussion in both research and industry. Blockchain is expected "to become the fifth disruptive computing paradigm after mainframes, PCs, the Internet, and mobile/social networking." (Swan, 2015; pp.1). Moreover in 2016 and 2018 both the world economic forum and Gartner, which is an information technology, research and consulting company announced that blockchain as one of the top emerging technologies for those years (Calverasi et al., 2019).

Since blockchain is a new concept, the literature and applications about this subject is still in infancy. This study is an explorative study to understand the blockchain idea better and identify its uses in tourism and hospitality industry by investigating previously published studies on this subject.

Blockchain is a distributed database of records of all public transactions or digital events, which were executed and shared among the participants, where the information cannot be erased and it is verified by the majority of the participants in the system (Crosby et. al. 2016). Blockchain offers four features: shared ledger, security, efficiency, and smart contracts (Dogru et al. 2018). The main feature is a distributed ledger or shared ledger, which means all transactions conducted on blockchain as well as ownership status of assets are available to all blockchain member (Dogru et al. 2018). Blockchain is a secure system since all transactions also have to be verified by a consensus of blockchain members (Pilkington, 2017). The system is also efficient since transactions can be done between private people thus removing the need of third parties such as banks or other financial organizations.

Iansiti and Lakhani (2017) perceive blockchain as a foundational technology not a disruptive technology, since potentially new economic and social systems can be found based on blockchain. They also believe that the adoption of blockchain

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will take time and done gradually. Therefore, understanding blockchain and contemplating on its impact on tourism and travel industry is essential. The tourism industry has to focus not on the technology itself but how it can be used for the benefit of the consumers and the suppliers at the same time by creating new tourism products or systems.

In regards to tourism and hospitality research, there are only handful studies that has been published. Leung and Dickinger (2017) investigate the use of bitcoin and intention to use it for travel product shopping and reveal that among European travelers use of bitcoin for travel product shopping is not common yet, however participants are inclined to use bitcoin for restaurant and food delivery. Pilkington (2017) argue that blockchain technology can be used in online customer reviews, smart contracts and blockchain-based travel portals, processing of online payments for hotel bookings, and supply chain management. Önder and Treiblmaier (2018) propose that (1) blockchain can create better online evaluations and review technologies, which lead to trustworthy rating systems; (2) cryptocurrency adoption can create new customer-to-customer markets; and (3) blockchain can lead to disintermediation in tourism industry such as the new form of online intermediaries which are blockchain based, open source, and decentralized (e.g. HotelP2P, Windingtree).

In tourism and hospitality area there are some studies such as the ones mentioned in previously, however more research is needed to understand the concept and possible applications of blockchain for tourism and hospitality industry.

OPPORTUNITIES AND CHALLENGES OF BLOCKCHAIN

Blockchain can be used in various fields from healthcare to agriculture today. For example, World Food Programme is using it to track transactions and to compare disbursements with entitlements, thus making sure that their work is reaching to the individuals intended (n.d. WFP 2017). IBM is partnering with Nestle, Unilever and other food companies to track food contamination with blockchain and they would be able to trace food suppliers to the origin, track the movement of food, and trace contaminated food in seconds (Brown, 2017). According to IBM's survey among 200 banks, 65 percent of the banks are expected to have blockchain projects in the next three years (Kelly, 2016). Identity management is another issue that can be improved by blockchain. US Department of Defense and NATO has already asked to have identity management and privacy protection programs based on blockchain (Prisco 2016).

One of the opportunities of blockchain is "smart contracts", which are "computer programs that can automatically execute the terms of the contracts" (Crosby et. al. 2016, pg. 8), they don't rely on trusted third parties to operate and thus have low transaction costs (Alharby & Van Moorsel, 2017). For instance, smart contracts can be used in the supply chain system. If the hotel restaurant needs to order fresh ingredients, the hotel can order it from a supplier on the blockchain and pay less since the transactions are directly between the supplier and buyer.

Technological challenges of blockchain include setting up a network of participants, maybe suppliers and customers, by the firms, who have to agree on technology protocols and interoperability issue needs to be solved (Underwood, 2016).

Major research topic regarding blockchain is the security issue, specifically data integrity to make sure the data is not altered when it was sent; authentication issues; 51% attack based on the assumption that the honest nodes control the system but if 51% of the nodes are controlled by malicious nodes then the system can collapse (Yli-Huumo et. al. 2016). Other research related to blockchain focus on usability issues, privacy, and wasted resources (Yli-Huumo et. al. 2016). In addition, previous research mainly focuses on bitcoin but not specifically on blockchain technology, thus more research is needed in this area.

The purpose of this study is to explore and identify use cases for blockchain for tourism and hospitality industry.

APPLICATIONS OF BLOCKCHAIN IN TOURISM AND HOSPITALITY INDUSTRY

One example is new travel and hospitality platforms that are based on blockchain and also use bitcoin or other crypto currencies as payment method. For example, Windingtree is a blockchain based decentralized distribution platform, where consumers can access offers from suppliers directly (Windingtree, 2020).

Another application is loyalty programs on blockchain that can be applied in hospitality, airlines, and any other tourism sector that has loyalty programs. When a blockchain based loyalty program is created loyalty tokens are issued as rewards to guests similar to loyalty points. Moreover, these tokens can be sold or exchanged between others (Dogru et al., 2018). In this case loyalty tokens of different companies can have different values as well. As a result, this type of loyalty programs can also increase competition and service quality (Dogru et al., 2018). For instance, Loyyal (loyal.com) is a company that is created for this purpose, which aims to also solve the problem of accumulating enough points for customers so that they can use the points in any organization that is part of the blockchain.

Other possible applications can be found in airline industry. For instance, for tracking luggage. Airlines can create their own blockchain and be able to track all the luggage which are on the system. This would help to locate luggage wherever they are during transit and also reduce the number of lost or misplaced luggage problem.

Smart contract is another potential for the industry. For example, smart contracts can be created between hotels and travel agencies on blockchain, which can increase payment time between partners and help to sell more rooms due to better information in real time (Dogru et al., 2018). In addition, smart contracts can facilitate supply chain in restaurants by tracking the ordered supplies. It lets the business owner or manager to see where the order is and if there is any delay in the delivery. Or if the food supply arrives in bad condition or it is contaminated, since the whole supply chain history is on blockchain it can be specifically indicated where incidents happen. This would also reduce food related health problems and sustainability of the industry.

There are other potential uses of blockchain in different areas which may all be applied in tourism and hospitality industry. Some of these are having digital IDs that can replace passports and all identification related documents such as birth certificates, IDs, driver's licenses can help with identity theft issue and verifying documents (Davidson, De Filippi, & Potts, 2016; Dogru et al., 2018).

Some other benefits of blockchain based systems for travelers include rebooking function when prices get lower, transactions with crypto currency (n.d. 2017), reselling tickets such as airline tickets (Önder & Treiblemaier, 2018), and availability of cheap package deals by integration of major travel and hospitality portals (Varelas et al. 2019).

In general, it is accepted that blockchain technology can replace centralized systems (such as online travel agencies), which would also be trustworthy and secure (Calvaresi et el., 2019). This study showed some present and potential uses of blockchain including the opportunities and challenges for the industry.

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BEING ABLE TO ATTEND OR NOT: A DILEMMA IN INEQUALITY OF ACCESS TO PERFORMING ARTS PARTICIPATION

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Abstract

Though social inclusion of people with disabilities has been studied by various scholars, disability emphasis is not anything more than "something that should be overcome instead of accommodated" and people with disability are seen "passive recipient" of policies (Knight, 2015). Similarly, there are studies on disability in Turkey however, they are on issues like employment (Bengisu and Balta, 2011), education (Ari and Inan, 2010; Girli et al., 2016; Koca-Atabey, 2016; Meral, 2015), accessibility to health care and recently, accessible tourism (Akgul, Y and Vatansever, K., 2016; Sakız, et al., 2015). Therefore, the aim of this study is to explore the impact of the social inclusion of people with disabilities in performing arts events as being audiences in Turkey. Qualitative study was employed in order to evaluate the multiple perspectives and their impact on cultural value. Data were collected from different sources: a) semi structured interviews (n=32) b) site visits and observations across four sites (venues, offices, performance spaces), c) reviews of secondary data like websites, policies, legislation, promotional materials, annual reports, internal documents. The most important impact of this study is being the first study conducted on participation of people with disabilities in performing arts events in Turkey. Moreover, the most pressing issues mentioned by almost all participants was the need for people with disabilities to demand inclusion, which is actually a birth-right, by participating and making their needs visible.

Keywords: Performing arts

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ANTECEDENTS OF AUGMENTED REALITY (AR) APPLICATIONS USE/REUSE AT HERITAGE SITES

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INTRODUCTION

Technology-enhanced experiences have received increased popularity because of the growing development and diffusion of technology. According to Jung et al (2015), Augmented Reality (AR) is one of such technologies, as it can combine real imagery with virtual 3D digital texts and/or graphics to augment or enhance the physical world. Tourists can experience unfamiliar destinations/places in a realistic and natural way, resulting in a tourism experienced which is personalized and context-aware (Yovcheva et al., 2013). Based on Jung et al (2015) study, limited research has been conducted to assess the willingness of users to use/reuse AR applications, especially in specific. Most of the current AR literature is mainly focused on the on-site AR applications, where visitors are required to use on-site installed computers instead of using their own smartphones (Jung et al., 2015).

Service providers are trying to enhance visitor experiences by integrating AR technology across various facets of tourism industry (Chung et al., 2015). For instance, tourist sites related to heritage tourism are using AR technology to create a better visitor experience of narrating history in an interactive fashion as well as protect the historical sites from decaying and over-tourism (Jung et al., 2019).

Several sites of cultural heritage are attempting to incorporate AR to gamify visitors' experience. For instance, Ephesus in Kusadasi, Turkey is one of the best preserved World Heritage site where tourists can witness the daily life of the residents of this ancient city via the use of an AR app, exactly as it was hundreds of years ago.

Regardless of all these innovative developments, Chung et al. (2015) asserts that the usage of AR as a new phenomenon is underwhelming. Yovcheva et al. (2013) states that the significance of AR utilization, strategies of its development, AR characteristics, and technological readiness, are mostly the emphasis of current research on AR in travel and tourism. However, lesser studies have examined the factors that result to the usage/reuse of AR apps in heritage sites for the purpose of enhancing better experience. Hence, this study seeks to examine the antecedents of the usage/reuse of AR apps at heritage sites.

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LITERATURE REVIEW

The behavioral intention of users to accept or use new technology, is traditionally examined by employing the technology acceptance model (TAM) model. Venkatesh et al. (2012), states that this model has two primary predictors: perceived ease of use (PEOU) and perceived usefulness (PU). However, recent studies have developed versions of TAM, considering the abrupt advancements in technology, that include antecedents to PEOU and PU. Such versions encompassing system quality, interactivity, experience, technological readiness, facilitating conditions, visual appeal, etc., (Ha and Stoel, 2009; Chung et al., 2015; Kim and Hyun, 2016).

Based on Chung et al (2015), the most important antecedent of PEOU and PU, among all these constructs, is the perceived quality, due to its classification into three dimensions (i.e., system quality, information/content quality and service quality) (DeLone and McLean, 2003). However, Chung et al (2015) suggest that it is better to work with an extended TAM model that comprises only of usefulness and the three types of perceived quality. Moreover, Venkatesh and Davis (2000) theorized that several factors have influence on PU such as subjective norms, image, job relevance and PEOU, and proposed an extended TAM version which would have further influence on the intentions to use a certain technology. In the same vein, scholars such as Chau and Hu (2002) and Shih (2004) also postulated that the perceived usefulness by customers serves as a powerful predictor/indicator of their intentions to use a technology. Thus, we propose the following hypotheses:

> H1. System quality significantly has positive impact on AR app usefulness.
>
> H2. Information quality has a significantly positive impact on usefulness of AR apps
>
> H3. Service quality has a significantly positive impact on usefulness of AR apps
>
> H4. Perceived usefulness of AR apps has a significantly positive impact on the intentions of travelers to use AR apps.

Li et al. (2001; p.8) mentions that the particular characteristics of AR technology of allowing a user to interact with the real environment provides evidence of a linkage between AR and telepresence, defined as, "*mediated perceptions of an environment created by visual, tactile, and behavioral simulations in 3D visualizations*". As reiterated by Rodríguez-Ardura and Martínez-Lopez (2014), telepresence has to do with a user's stimuli perception that originate from technology usage. Drivers of telepresence, have been posited by a number of studies that have explored the various aspects and functions of systems and stimuli such as screen size, sound quality, image/color quality, and motion quality (Cauberghe et al., 2011). Since the information and interaction with the visual markers while using AR apps are evaluated by users, it is logical to hypothesize that the three types of perceived quality may bear effects on their telepresence, that may in turn, lead to the adoption of the use/reuse AR apps at destinations. Hence, our propositions are;

H5. System quality has a significantly positive impact on telepresence.

H6. Information quality has a significantly positive impact on telepresence.

H7. Service quality has a significantly positive impact on telepresence.

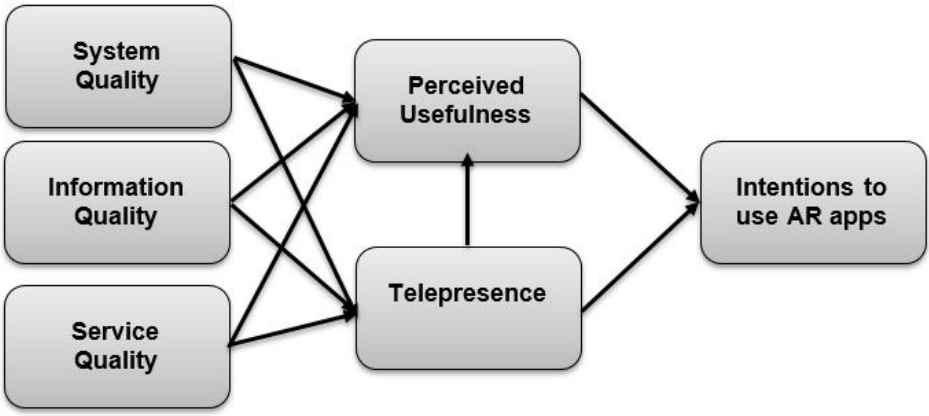
Telepresence is a perceptual illusion of non-mediation. Walker and Sheppard (1997) define it as a sense of "being there" in a phenomenal environment created by a medium. To the user, the objects in the mediated environment are considered as unmediated, and hence they react directly to the items as though they were present physically (Pelet et al., 2017). As a concept, this has been used in virtual environments for quite a period of time. For instance, Mahfouz et al. (2008), state that during the usage of technology, there are sensations of enjoyment, time distortion, and heightened telepresence. In recent times, it has been studied in the context of social network services (Oum and Han, 2011). Kwon and Wen (2010) stated in their studies, that telepresence decreases the efforts employed in psychological transportation, which results in increased usefulness of technology. In addition, Suh and Chang (2006) also commented on the importance of telepresence towards the intention of use and perceived usefulness. Moreover, Kwon and Wen (2010) discovered that telepresence via a social network service impacts the continued intentions of users' perceived usefulness.

Thus, we propose;

H8. Telepresence has a significantly positive impact on usefulness of AR apps

H9. Telepresence has a significantly positive impact on travelers' intention to use AR apps.

Figure 1: Theoretical Framework



METHODOLOGY

Six constructs are included in the model, which will be measured using scales from previous researchers. Consequently, these scales are modified to fit the present study's context. The questionnaire includes sections about system quality (4 items from Kuan et al., 2008; Lee and Chung, 2009), information quality (4 items Kuo et al., 2009), service quality (4 items from Kuan et al., 2008; Kuo et al., 2009), telepresence (3 items from Kim and Hyun, 2016), usefulness (3 items from Venkatesh et al., 2012) and intentions to use AR apps (3 items from Kim and Hyun, 2016). All items use a five-point Likert-scale ranging from 1 ("strongly disagree") to 5 ("strongly agree").

This is a study in progress, and we are currently planning our data collection. The survey will be distributed during face-to-face interaction with tourists at the ancient city of Ephesus. One trained researcher will approach travelers who use the app at the site, using purposive sampling. Only respondents over 18 years of age who used the AR app during their visit of the site will be approached and asked to take part in the survey. Questionnaires that are completely answered will be used for further analysis. Since there are 21 items in the questionnaire, the projected sample size for this study will be at least 300 respondents. This study will use a quantitative research design to examine the proposed research framework. First, statistical package for social sciences (SPSS) will be used for cleaning the data and examining the demographic characteristics of the sample respondents. After that, the data will be subjected to partial least squares based structural equation modelling to test the hypotheses of the study. We will also draw some comparisons of AR usage across respondents from numerous demographic groups.

CONCLUSION

Cultural heritage stands for more than just an object, it represents the way we used to live and could even be considered a national treasure. Finding new methods to preserve, document and explore cultural heritage using modern technologies is of great interest and many breakthroughs have been made by archaeologists, researchers or museum curators. Even though AR applications show great potential in the cultural heritage area, the number of studies that provide an analysis of user acceptance is relatively low. This paper aim to add value in this respect and propose a user study to assess tourists' intentions regarding the use of an AR application with historical information related to cultural heritage.

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THE EFFECT OF PERCEIVED ETHICAL CLIMATE ON JOB SATISFACTION AND JOB PERFORMANCE IN SPECIAL ACCOMODATION FACILITIES: A RESEARCH IN NEVSEHİR PROVINCE

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Abstract

The aim of this research is the effect of perceived ethical climate on job satisfaction and job performance in special accomodation facilities in Nevsehir province. The number of employees in special accomodation facilities are 707. This total number of employees had been taken through facilities which had declared by themselves and constitue the universe of the research. 300 questionnares conducted. The number of valid questionnares are 264 for the analyzes. Cronbach Alpha reliability test, arithmetic mean, percentage, correlation and multiple regression analyzes were performed. In the results of the analyzes, it was determined that there is a positive and significant relationship between ethical climate sub-dimensions caring, rules, independence climates and job satisfaction. There is no significant relationship between intrumentalism and laws and professional codes and job satisfaction. There is a positive an significant relationship between caring, rules and independence and job performance but however, there as no significant relationship between instrumentalism and laws and proffesional codes and job performance. Regarding to results of analyzes H_1 and H_2 main hypotesises are partly accepted.

Keywords: Perceived Ethical Climate, Job Satisfaction, Job Performance.

INTRODUCTION

Tourism industry is growing steadily with the globalization of technology, online sales channels and more conscious travel planning. As a result of travelers know their request better and make conscious choices, recent year special accomodation facilities have become one of the most popular accommodation places (Ulutaş, 2015). Special accomodation facilities are specially designed, themed and/or historical value facilities as stated in the definition made by the Ministry of Culture and Tourism. Nevşehir province where the study was conducted is famous with volcanic rock formations and churches, old dwellings, houses and underground cities around the world. All special accommodation facilities in Nevşehir have been restored with special permits presented to and approved by Directorate General of Cultural Assets and Museums. Special

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accommodation facilities are mostly family-owned businesses and it is said that the owners reflect their personality traits and their moods and emotions generally. In this context, the presence or absence of an ethical climate in special accommodation facilities, job satisfaction and job performance levels are very important study subject for tourism which is a sector where labor is used extensively. Between corporate businesses and special accommodation facilities where the owners work as operator, there might be a great differences implementation of applications such as management types of managers, job instructions and rules to follow, availability of procedures, application of laws. This type of study has not been carried out on employees in special accommodation facilities in the past. This study will contribute to the literature and set light to future studies.

ETHICAL CLIMATE CONCEPTION

Ethical climate is psychologically meaningful perceptions and based on direct observation (Wimbush & Shepard, 1994). It is measurable quantitatively (Schein, 1985) and lend assistance to employees become conscious and make ethical decisions with behaviour, perceptions and implementations by creating ideal environment in organizations (Erakovich et. al, 2002, Doğan & Kılıç, 2012).

Figure 1. Theoretical Ethical Climate Dimensions

		LOCUS OF ANALYSIS		
		INDIVIDUAL	LOCAL	COSMOPOLITAN
ETHICAL CRITERION	EGOISM	SELF-INTEREST *Instrumental*	COMPANY PROFIT *Instrumental*	EFFICIENCY *Caring*
	BENEVOLENCE	FRIENDSHIP *Caring*	TEAM INTEREST *Caring*	SOCIAL RESPONSIBILITY *Caring*
	PRINCIPLE	PERSONAL MORALITY *Independence*	COMPANY RULES AND PROCEDURES *Rules*	LAWS AND PROFESSIONAL CODES *Professionalism*

Ethical Climate Sub-Dimensions

Victor and Cullen (1988) explained theoretically the dimensions of perceived ethical climate in organizations, based upon the researches of Gilligan (1982), Kohlberg (1984), Haan and Cooper (1985). Ethical criterion consist of egoism, benevolence and principle categories, locus of analysis consist of individual, local and cosmopolitan categories. All of these categories are denoted ethical climate

sub-dimensions as instrumentalism, caring, independence, laws and professional codes and rules (Victor & Cullen, 1988).

a. ***Instrumentalism:*** Employees and organizations take into account their own interests and earnings in solving ethical dilemmas and problems (Victor & Cullen, 1988).
b. ***Caring:*** Employees tend to be less aware of laws or rules and solutions of ethical problems and dilemmas, the well-being of colleagues and benefit of the organization are primarily considered (Victor & Cullen;1988, Sims & Kroeck, 1994).
c. ***Laws and Professional Codes:*** Employees act in accordance with laws and professional codes in solving ethical dilemmas and problems (Doğan & Kılıç, 2014).
d. ***Rules:*** Policies in the organization are taken into consideration, regardless of the personal ethical preferences of the employees, in the solution of ethical dilemmas and problems (Victor & Cullen; Doğan & Kılıç, 2014).
e. ***Independence:*** It refers to individual value judgments and moral beliefs for solution of ethical dilemmas and problems (Sims & Kroeck, 1994).

Ethical Climate Determinants

Social-cultural environment, organizational structure and organizational factors are specified as determinants of ethical climate in the research made by Cullen and Victor in 1988 (Ulutaş, 2015).

Rapid developments in technology, it allows the organization's activities and practices to be closely monitored by their external environment and unethical practices harms the current and future value of organizations (Cullen et. al, 1989). Lack of ethical climate in organizations or having unethical climates lead to various negative consequences for employees and causes both individual and organizational productivity reduction (Çetin et. al 2015).

The Consequences and Importance of Ethical Climate

Lack or weak of ethical climate makes it difficult to gain control over employees, therefore negligence may arise. It can lead to wrong choices and decisions. It is important that ethical climates are compatible with strategies, goals, practices and decision-making processes for the future and images of organizations (Cullen et. al, 1989).

Management can make practices to strengthen and promote ethical behavior of employees, by developing new ways and methods to achieve the specified goal in connection with the existing ethical climate type, (Deshpande 1996).

According to Wheeller (1995), the negative situations that can be encountered in organizations without ethical climate are as follows;

- Losing customer trust and not coming to that business again,
- Negative comments about the business, harm to business image,
- Loss of business and financial loss in the long run,

- Communication disruptions among employees and hiding information damages the operational success of the business,
- Decreased employee motivation causes decreased service quality, absenteeism and quits,
- Costs of lawsuits filed by customers and employees who have lost their sense of trust damage the businesses both financially and morally,
- Decreased productivity and increased costs,
- Employees often have to defend themselves and their organizations and long term, using their creativity to punish the system and organization is also negative for businesses.

In rapidly developing and changing era, where creativity is a competitive advantage (Shalley, Gilson & Blum, 2000) and organizations needs to human creativity for respond quickly to requests, maximizing profitability, achieve high production rate and being competitive.

RELATIONSHIP OF ETHICAL CLIMATE WITH JOB SATISFACTION AND JOB PERFORMANCE

Job Satisfaction

It is the internal reactions that the individual develops regarding the current situations and the conditions of the job by passing through various evaluation systems as they expect and hope to happen (Schneider & Snyder, 1975).

Job satisfaction was described by Locke in 1976 as the positive emotional state perceived by the employee in the work environment (Quarstein et. al, 1992). In the 1970s, the idea was common that employees who were satisfied with their jobs were more productive (Christen, Iyer & Soberson, 2006).

Factors Affecting Job Satisfaction

A job that provides satisfaction for one employee can create dissatisfaction for another employee. In addition, job satisfaction may change over time due to the changing demands and needs of the employee. and may not satisfy the employee (Erdil et. al, 2004).

- ***Individual Factors***

Individual factors are demographic features like age, gender, education level, marital status, work experience etc. and besides personality, sociability, requirements and expectations, success instinct, need to be appreciated, belief, social and personal values, cultural differences and attitudes (Okpara, 2006).

- ***Organizational Factors***

Organizational factors affected job satisfaction are size and structure of the organization, wages, labor job-protection, security, orientation (recruitment), education, work environment, business tools and equipment, organizational culture, management, investiture, friendly environment and various factors such as reward system (Köroğlu, 2011). In addition, the work being meaningful for the employee, the nature and difficulty of the job, the features of the job, the

compatibility of the employee with the interests and skills, job security and job security affect the satisfaction in creating the qualities of the job (İşcan & Timuroğlu,2007).

Positive Results of Job Satisfaction

The highest productivity is seen in employees with high job satisfaction (Luthans, 1998). Individuals who are satisfied with their job and they tend to do better work also affect the efficiency of the organization (Yazıcıoğlu, 2010).

Negative Results of Job Satisfaction

The situation of the level of job satisfaction creates negative results such as low employee productivity, low loyalty, absenteeism (Aziri, 2011). Job dissatisfaction is also the source of strikes, slow work deliberately, poor performance, indiscipline and other organizational problems (Kahn, 1973).

Relationship Ethical Climate and Job Satisfaction

It has been revealed that ethical climate implementations in organizations may affect job satisfaction levels of employees positively or negatively, with the research of Sims and Kroeck in 1994. In the study made by Koh and Boo in 2001, it was revealed that there is a positive relationship between ethical climate and job satisfaction. According to the results of the study, it was determined that the positive ethical climate of the organization will increase the satisfaction level of the employees. In the study of a sector on the employees interested in sales, it revealed the existence of a positive relationship between ethical climate and job satisfaction, the research made by Schwepker (2001).

Carr et al. (2003) found that three aspects of the ethical climate (emotional, cognitive and instrumental) affect the outcomes of job performance, psychological well-being, institutional commitment and job satisfaction. According to the study made by Çevirgen and Üngüren in 2009, It is examining the relationship between ethical climate and job satisfaction in accommodation enterprises. The study has been determined that the employees in the relevant enterprises are satisfied and their work.

According to the findings obtained by Wang and Hsieh (2012), through surveys they conducted from 472 employers of 31 organizations in Taiwan, negative relationship between vehicle climate and job satisfaction, and a positive relationship between independence and rule climate and job satisfaction. There is no relationship between laws and codes climate and job satisfaction. Fu and Desphande (2014) examined the direct and indirect relationships between caring climate, job satisfaction, organizational commitment and job performance, using the structural equation model (SEM) from 476 employees working in an insurance company in China. The structural equation model has shown that the caring climate has a significant direct impact on job satisfaction, organizational management and job performance.

Job Performance

Job performance is a function of capacity, opportunity and willingness. Doing a job involves talent, knowledge and experience. The opportunity of doing a job

necessary tools and materials for the realization. If the needs are not met, it will be impossible to see productivity and efficiency. Another important factor is the desire doing the job, whether the employee wants to show the effort and determination required by the job (Ivancevich & Matteson, 1988).

Importance of Job Performance

High performance of the employees, enables organizations and their personal goals to be achieved (Ertan, 2008). In order to see the performance as high and successful, there is a need to meet certain conditions, such as the correct way of doing the job, using resources active and efficient, and the level of achievement of the targets. (Özdemir, 2017). High job performance can be perceived as a source of skill, satisfaction and pride for employees. In addition, it can be seen as a basic condition for achieving financially better income, promotion opportunity, career development and gaining respectability (Özdemir, 2017). Another importance of job performance is that a feedback provide to employees on whether they approach the standards specified in their job descriptions. These feedbacks can be beneficial to the employees when they are given with a positive approach and supported by vocational training (Palmer, 1993).

Factors Affecting Job Performance

It is possible to examine the factors affecting the performance of the employees under three headings as personal, organizational and environmental (Yumuşak, 2008).

- ***Individual Factors***

The factors that shape the personality structure and personality of the individual constitute the individual factors affecting its performance (Yelboğa, 2006). According to Yılmaz (2006), the individual factors affecting performance are as follows:

- Demographic features,
- Competitive features,
- Psychological features.

- ***Organizational Factors***

The objectives of the business are related to the organizational climate and physical conditions. Physical factors include such as lighting, ventilation, heat, noise etc. Organizational goals are generally due to the fact that the organizational goals are not clear, fair and sufficient. Some reasons negatively affect performance are time problem arising from the wrong execution of the division of labor, the insufficiency of tools and technical facilities that will ensure the success of the work, not making the necessary business arrangements, lack of communication within the organization, lack of authority, lack of cooperation, success expected from the employees above their skills and knowledge (Tokay, 2001).

- ***Environmental Factors***

It is known that there are many external factors that affect the performance of the employee (Gümüştekin & Öztemiz,2004):

- Social factors: Family, association, social relations,
- Economic factors: Income distribution, income level and welfare level,
- Political factors: Laws and regulations,
- Cultural factors: Education and religion.

Relationship of Ethical Climate with Job Performance

A positive ethical climate will not only help create good performance, but it will also have a positive impact on performance. Thus, it will increase efficiency and profitability and ensure the stakeholders' connection with the organization (Weeks et. al, 2004). The results of the researches conducted by Fritzsche (2000) and Peterson (2002) showed that ethical climate sub-dimensions affect job performance. In the studies of Eren and Hayatoğlu (2011) work attitude and performance on salespeople working in pharmaceutical companies, they have found that the ethical climate has positive effects on job performance. According to the results of the study that Demir (2014) investigated ethical climate and business performance in hotel enterprises, the existence of a significant relationship between ethical climate and business performance has been determined. The most basic factors in performance are complete a given job within given times, fulfilling the desired size and feature, showing the necessary care and effort, and at this stage, it has been shown that helping is important by supporting regarding to analysis results.

ETHICAL CLIMATE PERCEPTIONS AND JOB SATISFACTION AND JOB PERFORMANCE LEVELS IN SPECIAL ACCOMODATION FACILITIES IN NEVŞEHİR

According to the researches in the related literature, special accommodation facilities have a unique architecture and design, adopts personalized service understanding, although it has a smaller structure than other hotels in terms of number of rooms offering better service than five star hotels in terms of exclusivity and quality offer a wide variety of experiences to their guests (Bulan, 2014).

Regarding to the Regulation of the Ministry of Culture and Tourism on Certification and Qualifications of Tourism Facilities, Special Accomodation Facilities must have: (Teftis.kulturturizm.gov.tr, 2018);

a) It has a unique architectural quality,

b) Historical value and natural features,

c) Valuable in art,

d) The buildings, flooring and / or colors, belongings, furnitures and accessories that reflect the cultures of the national or other nations that are specific to the location, have peaceful spaces by using them together.

e) It has a high quality or rare material, construction and decoration.

According to the study published in 2002 by the Consulting Company Pricewaterhouse Coopers (PWC), the main features of such hotels are listed as follows (Freund de Klumbis, 2002):

- Unique identity,
- Modern character,
- Small details,
- High level of personal service,
- A high quality architecture,
- Quality and stylishly designed interior design.

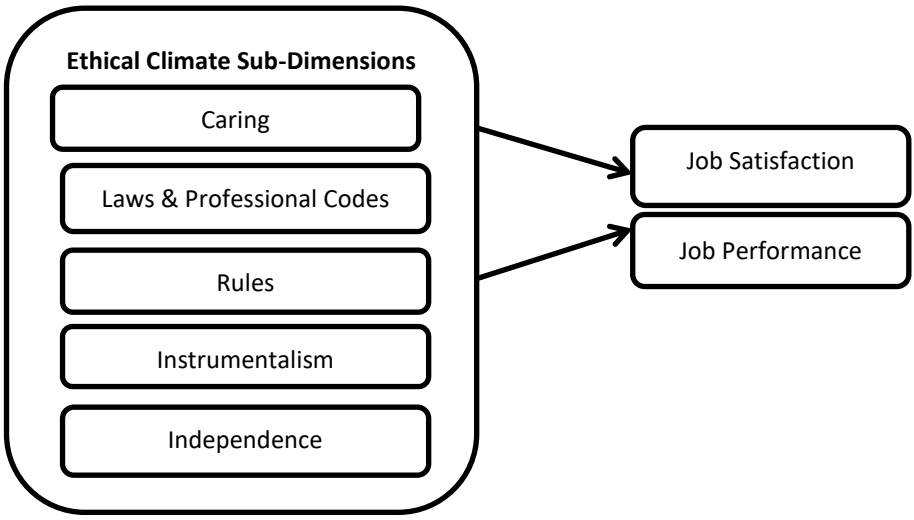
Travelers want to experience different and personal experiences, to be noticed, to feel special and important (Hall & Millburn, 2005). The target audience of special accommodation facilities are middle-upper and upper-level guests. These facilities have attracted the attention of hotel investors and operators due to their high service prices and high input and today, these kinds of businesses have brought to the fore. (Bulan, 2014). There is no a research done about the effect of perceived ethical climate on job satisfaction and job performance in special accommodation facilities before and more detailed results and solutions are needed to answer the problems of this kind of businesses, it is believed that this study will contribute to the literature.

METHOD

Research Model and Hypotheses

The model and hypotheses of the research are as follows.

Figure 2. Conceptual Model of the Research



H_1 : In special accommodation facilities, the ethical climate directly affects job satisfaction positively.

$H_{1(1)}$: In special accommodation facilities, caring dimension directly affects job satisfaction positively.
$H_{1(2)}$: In special accommodation facilities, laws and codes dimension directly affect job satisfaction positively.
$H_{1(3)}$: In special accommodation facilities, rules dimension directly affects job satisfaction positively.
$H_{1(4)}$: In special accommodation facilities, instrumentalism dimension directly affects job satisfaction positively.
$H_{1(5)}$: In special accommodation facilities, independence dimension directly affects job satisfaction positively.
H_2: In special accommodation facilities, ethical climate directly affects job performance positively.
$H_{2(1)}$: In special accommodation facilities, caring dimension directly affects performance positively.
$H_{2(2)}$: In special accommodation facilities, laws and codes dimension directly affect job performance positively.
$H_{2(3)}$: In special accommodation facilities, rules dimension directly affects job performance positively.
$H_{2(4)}$: In special accommodation facilities, instrumentalism dimension directly affects job performance positively.
$H_{2(5)}$: In special accommodation facilities, independence dimension directly affects job performance positively.

Data Collection Method and Tools

The independent variable of the research is perceived ethical climate (sub-dimensions instrumentalism, caring, independence, laws and professional codes and codes). Dependent variables of the research are job satisfaction and job performance.

The questionnaire form created to collect data consists of four separate sections. The first part consists of the perceived ethical climate, the second part is the job satisfaction and the third part is the expressions related to the job performance. In the fourth and last part, there are statements about the demographic characteristics of the participants.

First part of the questionnare consists of 26 items measuring the Ethical Climate Dimensions developed by Victor and Cullen in 1988. Second part consists of 24 items developed by Paul E. Spector in 1994 and measuring job satisfaction. In the third part, job performance items where employees evaluate their own performance developed by Borman and Motowidlo (1993), Motowidlo and Van Scotter (1994), Borman et al. (1995). The answers in the scales were taken on a 5-point Likert scale. The fourth part of the questionnaire consists of statements regarding demographic characteristics.

Research Universe, Sampling and Limitations

According to the list updated on February 1, 2019 in Nevşehir province, there are a total of 38 special accomodation facility certified as hotel establishment under the Ministry of Culture and Tourism. 2 of these facilities are not active. 4

of the 36 facilities stated that they could not help with the surveys due to the high season. A total of 32 facilities were surveyed.

The number of employees in the facilities where the questionnaire was left was asked, and the number of employees in the facilities that did not want to fill in the questionnaire was learned only by telephone interview method. The total number of employees in special accommodation facilities is 707. The number of employees of the facilities varies between 4 and 70 and employee number may change in direct proportion to the number and size of the rooms. The average number of employees is 19.

300 surveys left to the facilities were collected. The total number of questionnaires containing missing information is 36, therefore these questionnaires were not included. The number of questionnaires included in the research is 264. With the surveys collected, 37% of the size of the universe constituted the number of samples.

The research was carried out in Nevşehir province and has a number of limitations such as being based on perceptions of the employees. For this reason, the limitations mentioned below should be interpreted by considering them.

- It is limited to the enterprises located in Nevşehir province and certified by the Ministry of Culture and Tourism.
- Ethical Climate, Job Satisfaction and Job Performance Scales are developed in a different culture.
- The probability that employees do not answer questions sincerely for a variety of reasons.
- Due to the high season of the survey application period and the reluctance of some facilities to answer the questionnaire, the lack of access to a large number of employees.

Research Data Analysis

The collected data were analyzed in computer with SPSS programme. Cronchbach Alpha reliability test, arithmetic mean, percentage, correlation and multiple regression analyzes were performed.

FINDINGS

Regarding to Cronbach Alpha reliability test, perceived ethical climate coefficient with 94.3%, job satisfaction coefficient with 95.6% and work performance coefficient with 96.2% received high values.

Research Findings on Demographic Features of Participants

135 of the participants are male (%51,1), 129 are women (%48,9). 35 of the participants between 18-22 ages (%13,3), 69 of the participants between 23-27 ages (%26,1), 61 of the participants between 28-32 ages (%23,1). According to these datas, it is seen that the majority of those working in special accommodation facilities are young workers.

The majority of the participants are high school graduates (%47,3). 12.1% of the participants are associate degree, 23.1% of the participants are undergraduate,

%1,1 of participants are postgraduate. The percentage of primary school graduates is 16.3%.39% of the participants stated that they received tourism education and 61% stated that they did not receive tourism education. These results show that the majority of special accomodation facilities workers do not receive tourism education.

The number of employees with a working period of less than 1 year is 78, and the percentage is 29.5 in the hotel where they work. It was observed that the number of employees in the enterprise for 1-3 years was the highest. 43.2% of the employees are in this category. Employees who have exceeded 3 years in total, constitute 27.3%. The total number of employees working for 7-9 years and over 10 years is 19, and the percentage is 7.2. It is determined that a large part of the special accommodation facilities employees (72.7%) work under 3 years. These results can be interpreted that the turnover rate of the special accommodation facilities is high and / or the desire of the employees to stay in the workplace and gain experience is very low.

Employees constitute 57.6% of the participants 16.7% of the participants did not want to give information about their position in the facility and marked the other option. The reason for this may be that they may have flagged with the concern that their information will be understood.

Housekeeping department was the department with the highest number of employees with 29.9%, then comes the food and beverage department with 22.7%. The total number of employees working in these two departments is 139. These datas show that the most concentrated departments in special accommodation facilities are housekeeping and food and beverage departments.

Table 1. Analysis Results Regarding Demographic Features

	Count (n)	Percentage (%)
Gender		
Male	135	51,1
Female	129	48,9
Toplam	**264**	**100**
Marital Status		
Married	112	42,4
Single	152	57,6
Total	**264**	**100**
Age		
18-22	35	13,3
23-27	69	26,1
28-32	61	23,1
33-37	49	18,6
38 and over	50	18,9
Total	**264**	**100**
Educational Status		
Primary School	43	16,3
High School	125	47,3
Associate Degree	32	12,1
Undergraduate	61	23,1
Postgraduate	3	1,1
Total	**264**	**100**
Department of Duty		
Front Office	37	14
Food & Beverage	60	22,7
Housekeeping	79	29,9
Finance	19	7,2
Sales & Marketing	14	5,3
Human Resources	9	3,4
Technical Service	15	5,7
Security	8	3
Other	23	8,7
Total	**264**	**100**
Working Time in Organization		
Less than 1 year	78	29,5
1-3 years	114	43,2
4-6 years	53	20,1
7-9 years	14	5,3
10 years and over	5	1,9
Total	**264**	**100**
Education of Tourism		
Yes	103	39
No	161	61
Total	**264**	**100**
Position		
Manager	25	9,5
Chef	43	16,3
Employee	152	57,6
Other	44	16,7
Total	**264**	**100**

Descriptive Statistics on Variables

First 7 questions from the statements measuring caring sub-dimension of percieved ethical climate. Among these expressions, the highest value is in the statement "In this business, each employee is expected to work effectively". Among the 8th, 9th, 10th and 11th statements which show laws and codes sub-dimension of ethical climate, the highest value was given to the expectation that

the legal and professional standards should be followed in the facility. The most important statement after this statement is whether the decisions taken in the facility have been violated the rules. All of the statements showing the rules sub-dimension were positively evaluated. It is seen that obeying the rules is important for both the business and everyone running in the facility. When the data about the expressions measuring instrumentalism sub-dimension are examined, Employees working in a special accommodation facility mostly agree with the statements however, it was determined that the "Neither Agree nor Disagree" option, which indicates indecision has higher values. In the responses given to the statements about the independence sub-dimension, it was observed that the options of "I agree" and "Neither Agree nor Disagree" are highlighted and the employees are caught between indecision and participation. Based on the results of the analysis of the answers given to the expressions, it was determined that caring, laws and codes, rules and instrumentalism sub-dimensions were considered important by the employees of special accommodation facilities. In the independence sub-dimension, it is understood that instability is more dominant. Generaly speaking, it is possible to say that special accommodation facilities in Nevşehir have an ethical climate and employees of these facitilies are aware of the situation.

Arithmetic Mean and Standard Deviation Values

The majority of the statements measuring job satisfaction are unstable. However, statements about satisfaction from work, the job that done creates respect in the environment, not doing a job that does not comply with business ethics, the ability to do something using individual skills, doing somethings for others, good relations with colleagues and feeling successful after work were evaluated positively and received high values. It is seen that very high positive answers were given to the statements about job performance. The highest value is 4.28 with an average of "I think my social relations are positive" statement. It has been determined in the results of the analysis, special facility employees are interested in respect, care and attention, good relations with customers and they have marked that they love tourism and are satisfied with their work.

Correlation Analysis Findings for the Relationships of Variables

It is seen that the highest level of related with job satisfaction is the sub-dimensions caring (r = 0,672) and rules (r = 0.600). It is highest level of related with job performance likewise is sub-dimensions of caring (r=0,494) and rules (r=0,487). The remarkable point among the correlation coefficients is that there is a positive and significant relationship between job performance and job satisfaction. It has been determined that job performance is in a weak relationship with instrumentalism and independence sub-dimensions.

Table 2. Perceived Ethical Climate, Job Satisfaction and Job Performance Correlation Coefficients

	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Caring **(1)**	1						
Laws and Professional Codes **(2)**	,751**	1					
Rules **(3)**	,662**	,763**	1				
Instrumentalism **(4)**	,372**	,456**	,513**	1			
Independence **(5)**	,477**	,409**	,443**	,466**	1		
Job Satisfaction **(6)**	,672**	,575**	,600**	,359**	,539**	1	
Job Performance **(7)**	,494**	,438**	,487**	,287**	,388**	,598**	1

** Correlation (p <0.01) level significant (2-ways). *N=264

Multiple Regression Analysis Findings and Hypothesis Tests for Variables

Multiple regression analysis results between ethical climate sub-dimensions and job satisfaction are shown in Table 3 in detail. The model explains 54.1% (R^2) of the job satisfaction variable. It was observed that there was a positive and significant relationship between caring, rules and independence and job satisfaction, and the $H_{1(1)}$, $H_{1(3)}$ and $H_{1(5)}$ sub-hypotheses were accepted. No meaningful relationship was found between laws and codes and instrumentalism and job satisfaction, $H_{1(2)}$ and $H_{1(4)}$ sub-hypotheses have been rejected. H_1 hypothesis has been partially accepted.

Table 3. Ethical Climate Sub-Dimensions and Job Satisfaction Multiple Regression Analysis Findings

INDEPENDENCE VARIABLES	BETA	T	SİG. (P)	TOLERANCE	VIF
Caring	,378	6,016	,000**	,388	2,578
Laws and Professional Codes	,001	,013	,989	,306	3,271
Rules	,216	3,336	,001**	,366	2,735
Instrumentalism	-,032	-,595	,552	,656	1,524
Independence	,235	4,953	,000**	,671	1,490
F	60,731				
R	,735				
R^2	,541				
Durbin-Watson	1,927				

* Value is significant at 0.05 level ** Value is significant at 0.01 level

As It can be seen in detail in Table 4, independent variables explain 30.9% (R^2) of the change in job performance.

Table 4. Ethical Climate Sub-dimensions and Job Performance Multiple Regression Analysis Findings

INDEPENDENCE VARIABLES	BETA	T	SİG. (P)	TOLERANCE	VIF
Caring	,264	3,175	,002**	,388	2,578
Laws and Professional Codes	-,023	-,244	,807	,306	3,271
Rules	,265	3,099	,002**	,366	2,735
Instrumentalism	-,011	-,176	,861	,656	1,524
Independence	,160	2,526	,012**	,671	1,490
F	23,026				
R	,555				
R^2	,309				
Durbin-Watson	1,807				

* Value is significant at 0.05 level ** Value is significant at 0.01 level

According to the results of multiple regression analysis between ethical climate sub-dimensions and job performance, a positive and significant relationship was found between caring, rules and independence sub-dimensions and job performance, however, it was determined that there was no significant relationship between laws and professsional codes and instrumentalism sub-dimensions and job performance. It has been observed that there is a positive and significant relationship between caring, rules and independence and job performance, $H_{2(1)}$, $H_{2(3)}$ and $H_{2(5)}$ sub-hypotheses were accepted. There is no significant relationship was found between laws and professional codes and instrumentalism sub-dimensions and job satisfaction, $H_{2(2)}$ ve $H_{2(4)}$ sub-hypotheses have been rejected. H_2 hypothesis was partially accepted.

CONCLUSION

There is no previous studies have been conducted on the effect of perceived ethical climate on job satisfaction and job performance in special accommodation facilities. For this reason, the study has a unique study feature. It is believed that this study will contribute to the literature as there is a need for more detailed results and solutions that can respond to the problems, future plans and goals of the enterprises. Most special accommodation facilities are small and mostly single-owner family businesses. Therefore, it can be considered these facilities without rules and procedures. However, the results of the research showed that in such facilities, although there are no written rules and procedures, the ethical climate is perceived. The reason for this is that the employees can establish close relationships with the facility owner, each other and customers, and intangible abstract social values and moral rules are more valuable. It is seen that the answer “absolutely agree” at the highest level is marked in the statements of doing the right thing for the customer and the

society and working effectively. Although the "Neither Agree nor Disagree" option, which mostly indicates indecision from the statements about job satisfaction, is considered, when looking at the general summary, it was determined that job satisfaction was found in special accommodation facilities where ethical climate was perceived. It was observed that the responses related to job performance were highly positive.

In the results of the analysis, there is a positive and significant relationship between caring, rules and independence sub-dimensions on job satisfaction, however, there is no significant relatinoship between laws and professinoal codes, instrumentalism sub-dimensions and job satisfaction. It was observed that importance, rules and independence sub-dimensions had a positive and meaningful relationship on job performance, but there was no significant relationship between laws and codes and instrumentalism sub-dimensions and job performance. In this context, the research confirms previous research. It is seen that the employees who work in special accommodation facilities are mostly young workers. For this reason, it was observed that the age factor positively affects the job performance. Young workers can be preferred due to high performance and fast service however, due to lack of experience, they may experience difficulties in dealing with problems that require quick solutions, using initiative in important matters and making decisions. The fact that the tourism industry consists of an instant production and consumption environment often requires quick decisions. In this context, experienced workers can be more effective.

According to the research results, the term of employment in the facilities is generally less than 1 year and between 1-3 years. Considering that each of the 264 questionnaires subjected to analysis are employees, the fact that 192 people are in this section shows the high turnover rate of the employees. The reason for this may be the big decrease in tourism industry in the past years or the lack of long-term desire of the employees to work in the sector. During the crisis, mostly tourism employees were unemployed and turned to other sectors. For this situation, it can be interpreted that the trust in the sector has decreased. It is known that labor turnover rate brings great costs to businesses. It has been determined by past studies that ethical climate perceptions have a big role on trust. Studies can be conducted to raise awareness of ethical climate (such as education, written and visual notices, etc.). In tourism industry where labor is intensive, in order enterprises to survive, increase their earnings, ensure profitability, be at the same level or ahead of their competitors, and take a good place in the market, the most important issue is productivity. The need to increase ethical climate perceptions, job satisfaction and job performance, affecting employee productivity, is also of great importance at this point.
It may be advisable to carry out the study in the low season, since the limitations of the research, in particular, employees may not have been sincerely responding to statements for various reasons. In addition, the research targeted only special accommodation facilities within the provincial borders of Nevşehir. Therefore, generalization cannot be made to other cities and regions. However, due to the fact that the study is unique, it will set an example for the studies to be carried out in special accommodation facilities located in other cities and regions.

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AN ASSESSMENT OF ENVIRONMENTAL AWARENESS AMONG TOURISM AND HOSPITALITY MANAGEMENT PUPILS: EVIDENCE FROM A SMALL ISLAND STATE

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INTRODUCTION

The global challenges resulted from irresponsible human behavior have urged any industry including tourism to try to reduce its negative environmental impacts. To achieve that, the industry needs a knowledgeable workforce equipped with adequate environmental competencies and awareness. In this scenario, the crucial role of tourism and hospitality higher educational institutions is so prominent. For that reason, it is so important for hospitality higher educational institutions to make sure if their students are developing their environmental knowledge during their program. However, the number of studies in this regard is limited. Consequently, this study focused on Northern Cyprus as a target and observed the level of tourism and hospitality students' environmental awareness. This famous tourist destination due to its fragile environment has experienced severe environmental problems and for that, the adequate environmental knowledge of its future tourism and hospitality professions will be so vital to overcoming those ecological concerns. *

LITERATURE

Sustainability and sustainable development have attracted significant attention in recent years among tourism scholars (Alipour et al., 2020; Rezapouraghdam et al., 2020). Especially, over the past decades, the growing environmental issues of carbon emission, deforestation, sanitation, drinking water and climate change among the others have forced the nations to take more responsible approaches toward the environment. However, such global environmental damages occurred on the individual, institutional, and societal levels require urgent, and conscious behavior of the whole stakeholders to overcome the damage and prevent the detriment. In fact solving environmental problems needs the participation of stakeholders with adequate environmental awareness (Du, Wang, Zhang, Feger, Popp, & Sharpley, 2019). Previous studies in travel, tourism and hospitality have identified the significant role of their stakeholders' environmental awareness in achieving more desirable environmental outcomes. For instance, environmental awareness of employees was suggested as an important function in tourism and hospitality organizations' attempts to

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implement the environmental strategies (Rezapouraghdam, Alipour, & Darvishmotevali, 2018; Yucedag, Kaya, & Cetin, 2018). Developing a higher degree of environmental awareness among the sectors' workforce is said to be a prerequisite to adopting sustainable tourism principles (Markwell, 1996). On the other side, environmental awareness also has been claimed to be quite significant among organizations' top management (Cao & Chen, 2018). Particularly, environmental knowledge was found to have a positive impact on business performance in the hospitality sector (Martínez-Martínez, Navarro, García-Pérez, & Moreno-Ponce, 2019). Environmental awareness and knowledge among tourists and consumers of tourism products have also declared to influence their environmentally responsible behaviors (Kim, Kim, & Thapa, 2018). Finally, the environmental awareness of local citizens also has been of the interests of many studies in the literature that indicates the importance of this factor in environmental studies (e.g., Abdul-Wahab & Abdo, 2010). Since today's' tourism and hospitality students are the employees of the sector, decision-makers and top managers of the industry and the customers or at least the citizens of the host communities, it is crucial to understand their level of environmental awareness before their graduation.

METHOD

A quantitative research methodology was applied to survey undergraduate tourism and hospitality students' environmental awareness. Ten items from Wong, (2003) were used to measure students' environmental awareness with a 5-point Likert scale ranging from "1=Not familiar at all" to "5=Very familiar". Sample items are "Desertification", "Extreme weather" and "Tropical forest destruction".

Judgmental sampling technique was used to collect data from third and fourth-year tourism and hospitality students in Northern Cyprus. Several procedural solutions used in this study such as the inclusion of cover page for the questionnaires on which the purpose of the study and anonymity of the respondents were mentioned to minimize common method variance (Karatepe, Rezapouraghdam, & Hassannia, 2020). In total, 109 students participated in this study.

RESULTS

Of the respondents, the majority (56%) was male and mainly was between 18-22 (42%). The findings of the study revealed that overall the students had a moderate awareness (mean = 2.6) about the global environmental issues and problems. Specifically, the students rated their knowledge about "Desertification (M=3.4)" as the highest and their awareness about "Radiation pollution (M=1.8)" as the lowest item.

CONCLUSION

Interpreting the findings of this study in the context of its limitations (such as cross-sectional and small sample size) could reveal how the environmental awareness of today's' hospitality and tourism students can contribute to the environmental problems of the industry in tomorrow. Although the respondents reported a moderate awareness about the environmental problems, there are

some strategies that can cultivate their level of awareness. For instance, the tourism and hospitality higher educational institutions can use various strategies such as embedding environmental course in the curriculum and involving students in more environmentally focused educational trips to increase their knowledge and awareness in this regard.

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DOES BRAND RECOGNISABILITY MEDIATE THE RELATIONSHIP BETWEEN SOCIAL MEDIA MARKETING ACTIVITIES AND BRAND PREFERENCE? A STUDY OF EDUCATION TOURISM

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INTRODUCTION

Educational tourism is considered as a fast growing area of the tourism industry and has to date received little attention by practitioners and scholars (Savaşan, Yalvaç, Uzunboylu, & Tuncel, 2018). The phenomenon social media, which refers to a new generation of Internet applications, has long been under strong debate especially because of its commercial value. Zenith, a media agency, has predicted global social media advertising expenditure to rise 20% in 2019, with $84 billion and constituting 13% of total global expenditure ranking the third-largest advertising channel, following TV and paid search (Zenith, 2019).

Even though social media remains as a significant phenomenon in marketing strategies, empirical investigation on the potential effects of social media marketing activities (SMAAs) in the tourism literature is rare. Hence, recent research has begun to question the social media marketing activities–brand preference model and begun to consider how (through which mediator) these marketing activities might result in higher or lower brand preference in higher education sector. Initially, we aim to unlock the black box by examining social media marketing activities, explicitly focusing on the mechanism which results in brand preference. Drawing on the brand equity approach, we introduce the concept of brand recognisability. Brand recognisability is anticipated to be a key factor that connects social media marketing activities and international students' brand preference.

To fill the above mentioned gap, this study investigates the effects of SMMA on international students' brand preference by focusing on the mediator effect of brand recognisability in the higher education sector in Germany.

LITERATURE

The internet has both created the opportunity for the founding of new ways for communication and it changed the style and methods of commercialising products and facilities. Online purchasing has turned into very popular amongst consumers in the 20th century. The importance of social networking sites as a tool of social media is anticipated to rise in the near future. In 2017 globally 246.000 million individuals have been using social media platforms (Statista, 2018). The number has been estimated to increase by up to 32.000 million users worldwide in 2021, which is a kind of indicator for the future of social networking sites (Statista, 2018). An increase has been witnessed in Germany. According to Global

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Web Index (2015), this country became the second in online shopping with 72 % of all internet users, after China (75 %). The sales of e-trade in Germany increased by 27.000 million Euros in 2013, and this has been estimated to increase up to 77.000 million Euros in 2020 (Statista, 2018).

The internet has caused the means of communication, which has in turn provided people to pass over geographical and temporal boundaries through linking globally at any time by the consumers (Harris & Rae, 2009). Online platforms enable consumers or users to meet virtually with different intentions, such as information search band share, discussions about collective topics and reviewing (Wang & Fesenmaier, 2004). Fast changing innovations in information technology, these virtual facilities are conducted through a novel kind of internet or network technology, which is Web-2.0 and online media platform (Gretzel, Kang, & Lee, 2008). In that respect, all of these developments triggered various marketing strategies, which includes SMMA.

During the purchasing process, the consumers use the information about a product or service online, through checking social media marketing activities of a brand with the aim of minimizing their information gap about that product or service, which has the potential to affect their preference in a negative way. Hence, these online actions and SMMA have great value for the higher education institutions and marketers working in the social media (Grabs & Sudhoff, 2014). The investigations on SMMA and consumer behaviours in higher education institutions have been so current, however rather scarce (Binsardi & Ekwulugo, 2003; Clark, Fine, & Scheuer, 2017; Constantinides & Zinck Stagno, 2011). Therefore, to expand our knowledge of the potential effects of SMMA on brand preference and brand recognisability of a higher education institution that has received little attention, this paper proposed the following hypotheses:

H1. Social media marketing activities of a higher education institution increase its brand recognisability in the eyes of students.

H2. As social media marketing activities of a higher education institution enhance, the brand preference probability of students has a tendency to increase.

H3. Brand recognisability mediates the relationship between social media marketing activities and brand preference.

The proposed research model, illustrating all hypothesized relationships, is demonstrated in Figure 1.

METHOD

The research hypotheses were analyzed using data gathered from international students coming from several countries, such as Turkey, India, Lebanon, Nigeria, Cameroon, Poland, Spain, USA, and Argentina in three higher education institutions in Germany. One researcher contacted with the deans of the high schools to get permission for gathering data from their students. After the positive feedback, the questionnaires were delivered to students personally. This study used the convenience sampling method. Two hundred and thirty questionnaires were delivered to students and a total of 174 fully completed questionnaires were re-

turned, indicating a response rate of 75.65%. Drawing on the guidelines produced by Podsakoff, MacKenzie, Lee, and Podsakoff (2003), it was written on the cover page that the participants were given a warranty about the data collected would be only utilized for this research and would be exactly kept confidential.

To measure the variables, this study used validated scale items from the recent literature. The five-point Likert scale ranging from 5 ("strongly agree") to 1 ("strongly disagree") was used to measure scale items. In addition, three questions were directed to students to get information regarding their demographic profiles: gender, age, and nationality. The study hypotheses were examined through performing a series of hierarchical multiple regressions using AMOS and SPSS. The principles suggested by Hayes (2013) were carried out to test the mediation analysis.

RESULTS AND DISCUSSION

The baseline model enclosing all three variables yielded an acceptable fit to the data (see Table 1), with $\chi2$ (402) =1064.85, p <. 01; comparative fit index (CFI) =.92; Tucker-Lewis Index (TLI) =.91; root mean square error of approximation (RMSEA) =.067. In addition, all the factor loadings were significant, ranging from .65 to .90 (p <. 05), demonstrating convergent validity. We endorsed the discriminant validity of the three factors by comparing the baseline model with the alternative model. This alternative model did not fit the data as the baseline: Model 1: $\chi2$ (744) =12540.82, CFI=.46, TLI=.34, RMSEA=.266.

Table 2 shows the mean scores and standard deviations, and confirms that correlations between study variables are in the expected direction.

Hypothesis 1 predicted that SMMA is positively associated with brand recognisability. The direct relationship between these constructs was tested by using the hierarchical regression analysis (see Table 3). The findings showed that SMMA was significantly and positively associated with brand recognisability (Model 1: $\beta = 0.39$, $p < 0.01$); so, SMMA increases a higher education institution's brand recognisability, supporting H1. The same procedure was followed for the second hypothesis which posits that SMMAs increase a higher education institution's brand preference from the students' perspective. The results demonstrated that there was a significant and positive relationship between SMMA and brand preference (Model 2: $\beta = 0.31$, $p< 0.01$). Thus, H2 was also supported.

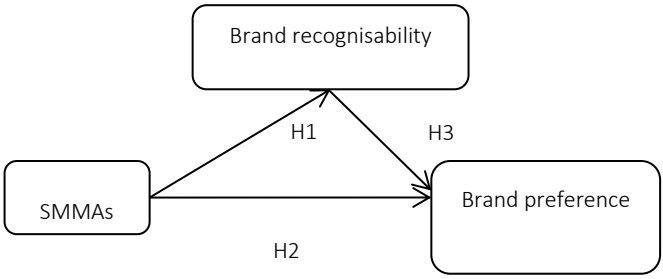
The test of the mediating effect posited in hypothesis 3 required an examination of conditions produced by Preacher and Hayes (2004). The procedure includes (1) estimating the influence of the predictor variable (SMMA) on the mediator (brand recognisability) (Table 4, Model 1, $\gamma = .18$, $p < .01$), (2) estimating the effect of the mediator on the dependent variable (brand preference) (Table 4, Model 2 $\gamma = .21$, $p < .01$), while controlling for the effect of the predictor variable (Table 4, Model 2, $\gamma = .16$, $p < .01$), and (3) bootstrapping the sampling distribution of the indirect effect and deriving a confidence interval with the empirically derived bootstrapped sampling distribution. The lower and upper levels of the 95% CI did not include 0 [lower level CI= .07; upper level CI=.49]. The results confirm that brand recognisability has a mediator role on the relationship between SMMA and brand preference. Therefore, H3 was supported.

Table-1 Results of the CFA for the Measures of the Variables

Model	x^2	*df*	TLI	CFI	RMSEA
Employee Survey: SMMAs, BR, and BP					
Baseline Model	1064.85	402	.91	.92	.067
Model 1: All three factors were combined into one factor	12540.82	744	.34	.46	.266

Note: TLI = Tucker–Lewis index; CFI = comparative fit index; RMSEA = root mean square error of approximation; SMMAs = social media marketing activities; BR = brand recognisability, BP = brand preference.
$^{*}p < .05$, $^{**}p < .01$

Figure 1: Figure Title



Note: SMMAs denote social media marketing activities.

Table-2 Means, Standard Deviations, and Correlations

Constructs	Means	SD	1	2	3
1. SMMAs	3.04	0.71	**(.88)**		
2. Brand recognisability	3.09	0.80	.389**	**(.90)**	
3. Brand preference	3.03	0.82	.206**	.439**	**(.90)**

Note: N = 174. SD denotes Standard Deviation. Values in parentheses along the diagonal represent the reliability (Cronbach's alpha). SMMAs denote social media marketing activities.
$^{*}p < .05$. $^{**}p < .01$.

CONCLUSION

This paper aimed to test the hypotheses illustrated in the research model. The findings of this study have a potential to guide higher education institutions' online marketing activities to increase their brand recognisability and brand preference. Hence, this paper can contribute to both marketing literature and higher education sector.

Table-3 Hierarchical Regression Analyses: Testing H1 and H2

	Brand Recognisability	Brand Preference
Variables	Model 1	Model 2
Independent Variable		
SMMAs	0.39**	0.31**
F	4.27**	25.61***
R^2	0.05	0.32***
ΔR^2		0.27***

Note: The results do not show any problems of multicollienarity. *$p < .05$, **$p < .01$.

The results demonstrated that social media marketing activities have a significant effect on brand recognisability, in line with our expectation. To our knowledge, this relationship has been first tested, and so this important finding adds to the literature. This paper also calls for more research to expand our knowledge of the relationship between these constructs.

Table-4 Results of Mediation Analysis: Testing H3

Variables	**Model 1** DV=BR	**Model 2** DV=BP	**Indirect effects** **β(SE)95% CL [LL; UL]**
SMMAs	.18 (.03) **	.16 (.02) **	––
Brand recognisability	––	.21 (.03) **	––
SMMAs–>BR–>BP	––	––	.12 (.03) [.07; .49]
R^2	.10	.34	

Note: $n = 174$; entries corresponding to the predicting variables are coefficient effects, β, with standard errors appearing in parentheses. SMMAs = social media marketing activities, BR = brand recognisability, BP = brand preference.
*$p < .05$, ** $p < .01$.

Furthermore, congruent with available literature (D'silva, Bhuptani, Menon & D'Silva, 2011; Yang, Pan, Mahmud, Yang & Srinivasan, 2015), the results showed that social media marketing activities can increase the brand preference of students. Additionally, the findings endorse the mediator role of brand recognisability on the association between social media marketing activities and brand preference. The result concerning the mediation effect of brand recognisability is in line with the statistical findings of previous examinations conducted in the marketing management literature (Seo & Park, 2018).

The academic and practical implications of this study are as follows. First, research on social media marketing has been limited. As such, this study contributes to the empirical analysis of the relationship between SMMAs and brand prefe-

rence. Second, while previous studies on SMMAs disregarded the mediating effect of brand recognisability, the present study proposed a model that more accurately describes the effects of SMMAs by introducing brand recognisability into the model. Third, this study empirically demonstrated that SMMAs in higher education are an important determining factor of brand recognisability. Since SMMAs are a good means of developing positive impact on brand recognisability and brand preference, which contributes to higher education brand image, higher education institutions need to encourage their students to utilize social media more by presenting more interesting and attractive SMMAs. Furthermore, higher education institutions are expected to motivate their students to use SMMAs intentionally so that the recognisability of the higher education institution brand could increase.

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THE EFFECT OF INTRINSIC AND EXTRINSIC MOTIVATION ON REVISIT INTENTION: THE MEDIATOR ROLE OF CUSTOMER SATISFACTION

Cenk SAYGIN*
Ülker ERDOĞAN**

INTRODUCTION

The aim of this study is to determine the mediating role of customer satisfaction on the relationship between motivation and revisit intention in the casino industry. This paper focuses on the variables of the research that are chosen as "intrinsic and extrinsic motivation factors", "customer satisfaction" and "revisit intention". These variables that are used in this study are grouped as independent and dependent variables, at this point "motivation" is independent variable while "customer satisfaction" is mediator variable and "revisit intention" is determined as dependent variable.

MOTIVATION

The term of motivation is the driving force behind all behaviors, and it is also the process that allows people to act as they do, and when a need arises when a consumer wants to satisfy them, the processes begin. Motivation theorists generally classify gambling motivation in to two different classes. These are intrinsic and extrinsic motivation as different causes of action (Calder & Staw, 1975; Deci, 1972; Porac & Meindll, 1982; Scott, Farh & Podsakoff, 1988). Different kinds and amounts of motivation can be observed in humankind. In other words, different people have different motivation levels as well as different motivational orientations or internal and external aspects (Ryan & Deci, 2000).

Intrinsic motivation is the type of motivation which makes a person do something to feel some emotions like excitement and challenge (Ryan & Deci, 2000; Back, Lee & Stinchfield, 2011). In the gambling research literature, excitement and challenge are the dimensions of intrinsic motivation. Many studies indicated that visiting casinos for fun and excitement is important for customers. Casinos provide multisensory experience, and offer very attractive form of leisure and entertainment (Phillip, Jang & Canter, 2010; Loroz, 2004).

Extrinsic motivation is a feeling which shows that when an activity is conducted it brings out a separate result. People usually show extrinsic motivation because they want to a tangible reward such as money or prize; however, people with intrinsic motivation want to satisfy their feeling of success or achievement (Gorman, 2004). Back et al. (2011) emphasises three dimensions of extrinsic motivation related to gambling motivation. Loroz (2004) indicate that escaping from daily routines is one of the factor to be casino customer. An opportunity to socialize and hope of winning money are other motivational factors for casino customers (Phillip, Jang & Canter, 2010).

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METHOD

The universe of the study consist of casino customers of the five stars hotel establishments located in the Kyrenia region of the Turkish Republic of Northern Cyprus. According to the data received from the tourism planning office, a total of 14 five-star casino hotel establishments were identified in the Kyrenia region. The questionnaire was implemented in January and February of 2019. Convenience sampling method was used. A total of 249 questionnaires were taken into consideration. Extrinsic and intrinsic motivation is measured using the questionnaire developed by Back, Lee & Stinchfield (2011). Customer satisfaction and revisit intention are measured using the questionnaire developed by Lam, Chan, Fong & Lo (2011).

Research hypotheses which are listed below were prepared to find an answer the correlation between the variables:

H_{1a} Escape (EM) has a positive and significant effect on revisit intention.

H_{1b} Socialization (EM) has a positive and significant effect on revisit intention.

H_{1c} Winning (EM) has a positive and significant effect on revisit intention.

H_{1d} Challenge (IM) has a positive and significant effect on revisit intention.

H_{1e} Excitement (IM) has a positive and significant effect on revisit intention.

H_{2a} Escape (EM) has a positive and significant effect on customer satisfaction.

H_{2b} Socialization (EM) has a positive and significant effect on customer satisfaction.

H_{2c} Winning (EM) has a positive and significant effect on customer satisfaction.

H_{2d} Challenge (IM) has a positive and significant effect on customer satisfaction

H_{2e} Excitement (IM) has a positive and significant effect on customer satisfaction.

H_3 Customer satisfaction has a positive and significant effect on revisit intention.

H_{4a} Customer satisfaction mediate the relationship between escape (EM) and revisit intention

H_{4b} Customer satisfaction mediate the relationship between socialization (EM) and revisit intention

H_{4c} Customer satisfaction mediate the relationship between winning (EM) and revisit intention

H_{4d} Customer satisfaction mediate the relationship between challenge (IM) and revisit intention

H_{4e} Customer satisfaction mediate the relationship between excitement (IM) and revisit intention

Cronbach's alpha was used to test the reliability. The motivation scale was calculated as .887 (extrinsic motivation, .860; intrinsic motivation, .872). Customer satisfaction scale was found as .933. The revisit intention was determined as .962. It was determined that the reliability values of the scales were high. (> .70).

In order to measure the validity of the variables in the model, confirmatory factor analysis (CFA) was performed on the data collected from casino customers. Table 1 shows that the mean variance (AVE), integrated reliability (CR) and factor loadings for intrinsic and extrinsic motivation, customer satisfaction and revisit intention.

According to the results, AVE values are between 0,63 and 0,77 and are above the accepted value of 0.50 (Fornell & Larcker, 1981). Table 1 also shows the factor loads that express the relationship between observed variables and hidden variables. The values obtained in the study are higher than the recommended threshold value of 0.50 (Hair, Ringle & Sarstedt, 1998).

In order to determine the construct validity of the research model, goodness of fit values were examined. Accordingly, it can be said that the relationships in the model are well consistent with the sample data within the framework of goodness of fit criteria.

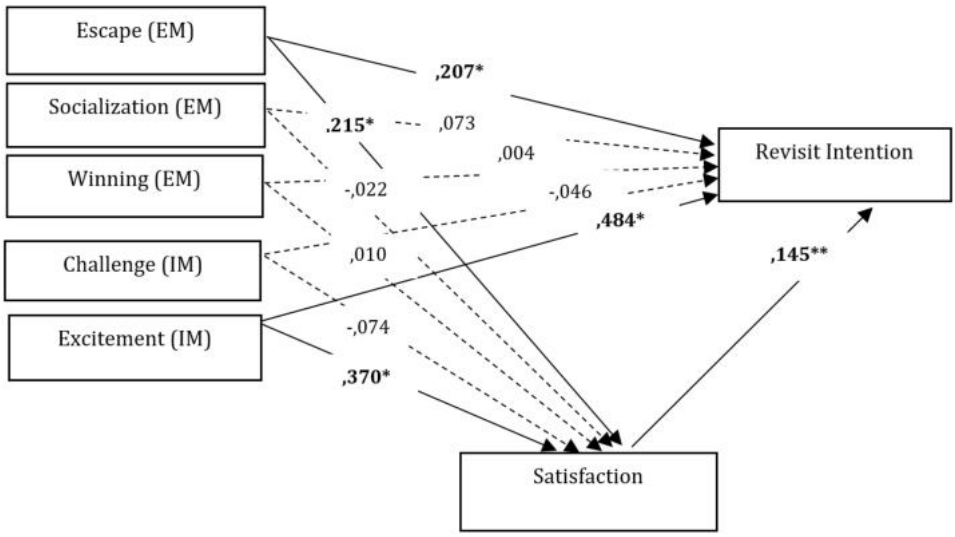
Table-1: Confirmatory Factor Analysis

Construct	AVE	CR	Items	Standardized estimate
Escape (EM)	0,72	0,92	E1	0,910
			E2	0,871
			E3	0,909
			E4	0,847
Socialization (EM)	0,77	0,93	S1	0,932
			S2	0,961
			S3	0,947
			S4	0,955
Winning (EM)	0,63	0,88	W1	0,746
			W2	0,854
			W3	0,839
Challenge (IM)	0,77	0,94	C1	0,879
			C2	0,903
			C3	0,900
			C4	0,900
			C5	0,813
Excitement (IM)	0,71	0,90	EX1	0,818
			EX2	0,897
			EX3	0,889
			EX4	0,831
Satisfaction	0,69	0,87	SA1	0,851
			SA2	0,921
			SA3	0,954
Revisit Intention	0,71	0,91	RI1	0,937
			RI2	0,949
			RI3	0,952

RESULTS AND DISCUSSION

Figure 1 displays the standardized path coefficient and path significance. Table 2 lists the structural parameter estimates and the hypothesis testing results.

Figure-1: Structural Equation Model Results



Note:*p<0.000 **p<0.001***p<0.005

Hypotheses H_{1a} and H_{1e} indicate that revisit intention occurs when casino customers have escape motivation (β= 0.207, p<0.000) or excitement motivation (β= 0.484, p<0.000). However, socialization had no significant effect on revisit intention (β= 0.073, p>0.005), winning was not significantly related to the revisit intention (β= 0.004, p>0.005) and challenge had no significant influence on revisit intention (β= -0,046, p>0.005) . Thus, the results did not support H_{1b}, H_{1c} and H_{1d}.

Hypotheses H_{2a} and H_{2e} predict that satisfaction occurs when casino customers have escape motivation (β= 0.215, p<0.001) or excitement motivation (β= 0.370, p<0.000). However, socialization on satisfaction (β= -0.022, p>0.005), winning on satisfaction (β= 0.010, p>0.005), challenge on satisfaction (β= -0,074, p>0.005) had no significant effect. Thus, H_{2b}, H_{2c} and H_{2d} were not supported.

H_3 were supported with β=0.145, p<0.014. Result indicate that customer satisfaction have positive effect on revisit intention.

Table - 2: Results of Estimation Structural Model

Hypotheses		Structual β Coefficents	S.E.	C.R.	P	Decision
H_1	H_{1a}	0,207	0,069	3,587	0,001	**Supported**
	H_{1b}	0,073	0,053	1,307	0,191	Rejected
	H_{1c}	0,004	0,088	0,064	0,949	Rejected
	H_{1d}	-0,046	0,058	-0,801	0,423	Rejected
	H_{1e}	0,484	0,084	7,037	***	**Supported**
H_2	H_{2a}	0,215	0,082	3,237	0,001	**Supported**
	H_{2b}	-0,022	0,064	-0,333	0,739	Rejected
	H_{2c}	0,010	0,107	0,137	0,891	Rejected
	H_{2d}	-0,074	0,070	-1,096	0,273	Rejected
	H_{2e}	0,370	0,093	4,976	***	**Supported**
H_3	H_3	0,145	0,058	2,463	0,014	**Supported**

Mediation Analysis

As shown in the Table 2, some conditions could not support with H_{1b}, H_{1c}, H_{1d}, H_{2b}, H_{2c} and H_{2d} for mediation analysis. So H_{4b}, H_{4c}, H_{4d} were rejected. Depends on these results customer satisfaction was tested as a mediator just for escape motivation and excitement motivation. Firstly mediating effect of customer satisfaction on the relationship between escape motivation and revisit intention was tested. When controlling customer satisfaction, the relationship between escape motivation and revisit intention was not significant (Standardized regression coefficient= 0,031; p= 0.062). Thus, customer satisfaction fully mediated the effects of escape motivation on revisit intention. So H_{4a} was accepted.

When controlling customer satisfaction, the relationship between excitement motivation and revisit intention lessened while remaining significant. (Standardized regression coefficient = 0,054; p= 0.041). According to this result, it can be said that customer satisfaction is partially mediates on the relationship between excitement motivation and revisit intention. Thus H_{4e} was accepted.

CONCLUSION

It is clearly obvious that the casino industry should be aware of the needs of customers and reasons for customers' revisit intention. Based on the findings, it can be suggested that casino marketers could focus more on escape and excitement motivation to occur customer satisfaction and revisit intention. In addition, casinos are recommended to be aware that gambling activities directly affect human life or even lead to addiction, and therefore the casino industry should evaluate all these activities in a socially responsible manner without solely thinking about their profits.

The study sample was taken in fourteen casino hotels in a major touristic destination city in Turkish Republic of Northern Cyprus. So that the results are limited to Kyrenia population. Consequently, the generalizability is an issue that must be considered when interpreting the results. The sample size in future studies could be increased including other cities in order to have a more representative sample. And also future research could explore other possible mediators of the relationship between motivation and revisit intention.

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INVESTIGATION OF THE EFFECT OF RESTAURANT ATMOSPHERE ON BEHAVIOURAL INTENTION

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Ahmet USLU*****

INTRODUCTION

The aim of this study is to determine the effect of restaurant atmosphere (Kotler, 1973) on behavioural intention, which is an effective means of marketing. Kotler (1973) stated that consciously designed spaces play a role in determining consumer behavior. The client, who constantly interacts with atmospheric elements from the initial moment of restaurant selection through to leaving the restaurant, experiences not only the product they buy but also the restaurant atmosphere. In this context, considered as a product, it may be interpreted that the atmosphere affects the customers both cognitively and sensitively (Ünal, Akkuş, & Akkuş, 2014).

Expressed as an augmented product, the restaurant atmosphere enables interaction between customers, except for the basic products of a restaurant (food and beverage); addresses the senses outside the sense of taste; and affects people's purchasing behavior (Palit, Kristanti, & Wibowo, 2019). When people first walk into a restaurant, they encounter its atmosphere before they are served the food and get to taste it. According to Jalil, Fikry & Zainuddin (2016), today's customers eat out more regularly and are now making efforts to find the products and atmosphere that satisfy their desires when making the restaurant selection decision.

The expectations of the customers in the restaurant businesses are not only focused on the served meals. Apart from eating and drinking, many atmospheric variables can directly affect the behavior of individuals visiting restaurants (Jalil, Fikry, & Zainuddin, 2016).

In this study, the scale developed by Heung & Gu (2012) was used instead of the Dinescape scale commonly used in the literature because it covers the view from the window dimension, which is believed to be an important part of the restaurant atmosphere. It is evident from the literature that the studies concerning the

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restaurant atmosphere in à la carte restaurants are quite limited. Furthermore, this type of research has not been carried out before in Bodrum, which is one of the most important Turkish tourist destinations.

In today's competitive conditions, where customer profiles have developed a more heterogeneous structure, restaurants consider restaurant atmosphere as a key factor for their competitiveness. It is anticipated that the results obtained from this study will also serve as a guide for restaurant businesses. For that reason, this study is thought to provide an additional contribution to the literature in that it examines a different culture and includes a specific type of restaurant, covering à la carte restaurants operating in Bodrum, which, as already noted, is one of Turkey's major tourist destinations.

Conceptual Framework

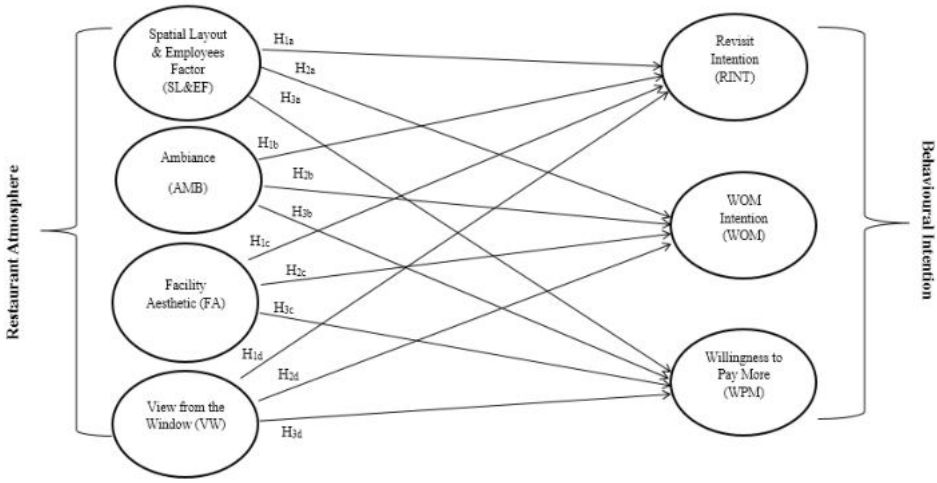
In terms of tourism businesses, the customer is divided into two classes: first class customer and returning customer. In the most general form (Huang & Hsu, 2009), this classification is not a typological classification but a behavioural one. The first-class customer refers to customers who prefer visiting any tourist business for the first time, whereas returning customer refers to the customer who displays the same behaviour in the form of visiting the same destination or business again. Depending on his previous experiences, the decision-making processes of the first class and returning customers also vary. The decisions of the first-class customer are based on information retrieved from various sources. On the other hand, the returning customer exhibits behavior depending on the experience gained during the first encounter with the business (Um, Chon, & Ro, 2006). Many studies in the literature (Taylor & Todd, 1995; Hansen, Jensen, & Solgaard, 2004; Lam & Hsu, 2006) have revealed that this attitude may then be grown into different forms of behavior, such as transferring satisfaction or dissatisfaction to others, revisiting or not visiting, and willingness to pay more or not. These studies examining the behavioural outcomes of individuals' attitudes are mostly based on the

In the literature, the restaurant atmosphere has been placed into different dimensions by the authors in different ways. A study by Bitner (1992) stated that the restaurant atmosphere consists of three dimensions: ambience, spatial order and sign / symbol / artefact, called SERVICESCAPE. Berman & Evans (1992) correlated atmospheric elements with business image and examined it under four factors: external factors, internal factors, store layout and view. Meanwhile Turley & Milliman (2000) developed this further by including a new dimension, adding the employee factor to the scale of Berman & Evans. Raajpoot (2002) developed the TANGSERV scale as a measurement tool to affirm physical evidence that creates the atmosphere for food and beverage businesses. In this context, the physical evidence of the scale is classified into the dimensions of ambiance, aesthetics, social, goods or services and functions. Ryu & Jang (2007) developed a new scale called DINASCAPE with the help of the scales in the literature. They identified the sub-dimensions of the restaurant atmosphere as aesthetics, lighting, ambiance, layout, table layout and staff. Heung & Gu (2012) then developed a new scale by adding the landscape dimension to the DINESCAPE scale cre-

ated by Ryu & Jang. In the current study, the restaurant atmosphere scale (aesthetics, ambiance, spatial order / employee factors and landscape), which was formed by adding the "landscape" dimension of Heung & Gu (2012) was used.

As a result of his study, Bitner (1992) concluded that atmospheric elements have an impact on consumer behavior by using the atmospheric elements (spatial order, ambient conditions and symbols-artefacts) on the Servicescape scale. Sweeney & Wyber (2002) identified that music influences customer's behavioural intentions, increasing the willingness to buy and to recommend the business to others. Similarly, Milliman (1986) and Caldwell & Hibbert (2002) concluded that music prolongs consumption time in the business and is one of the atmospheric factors that directly affects purchasing behaviour. Meanwhile, Wakefield and Baker (1998) suggested that the overall architectural design and décor of a business are key environmental elements in creating excitement among customers, whereas Kivela et al. (1999) argued that physical environment and food quality are significant determinants of customer satisfaction and behavioural intentions. Areni & Kim (1994) and Summers & Hebert (2001) concluded that atmospheric elements such as spatial order and aesthetics affect behavioural intention. Wahab, Nurdıyanah, Ahmad & Zaınal Shukri (2018) conducted a study in the sea restaurants of Johor Bahru, Malaysia. They concluded that the restaurant atmosphere affected behavioural intentions positively. According to another study performed in restaurants in Malaysia, Jalil, Fikry & Zainuddin (2016) established that the restaurant atmosphere dimensions (aesthetics, ambiance, spatial layout & employee factor, and view from the window) affected behavioural intentions (revisit intention, word-of-mouth intention and willingness to pay more). In light of the findings from the literature, the following hypotheses are proposed:

Figure 1: Research Model



METHOD

17 questions were used to measure the restaurant atmosphere (Ryu & Jang, 2007; Heung & Gu, 2012) whereas eight questions were utilised to measure the behavioural intention (Han, Hsu, & Lee, 2009). In this study, the number of samples was 412 and it was considered that this could represent the population. The

population of the research is constituted of individuals visiting the à la carte restaurants operating in Bodrum. The questionnaire was applied to restaurant customers between June and December 2018. Lastly, a convenience sampling method was used in the selection of the guests to be surveyed.

Table 1: Demographic Profile of Respondents

Variables	Categories	n	%
Sex	Male	212	54,4
	Female	178	45,6
Perception of Income status	Very low	31	7,9
	Low	91	23,3
	Medium	142	36,4
	High	83	21,3
	Very High	43	11,0
Educational status	Elementary / secondary school	12	3,1
	High school	78	20,0
	Associate degree	136	34,9
	Undergraduate education	123	31,5
	Graduate education	41	10,5
Age	<18	26	6,7
	18-24	110	28,2
	25-34	132	33,8
	35-44	58	14,9
	45-54	32	8,2
	55-64	23	5,9
	65≤	9	2,3

RESULTS AND DISCUSSION

The hypotheses were tested with the help of structural equation modelling (see Table 4). The goodness of fit of the model was found to be good (CMIN=564,206, DF=257, X^2/df=2,195, RMSEA=.054, NFI=.922, GFI=.898, CFI=.956, IFI=.956, AGFI=.870, TLI=.949). The estimated R^2 values for revisit intention were found as (0.54), WOM intention were (0.44), and willingness to pay more were (0.27) respectively.

Table 2: Descriptive Statistics, Correlation and Validity

	Constructs	X	SD	1	2	3	4	5	6	7
1	SL&EF	3,95	,923	**0,787**						
2	Ambiance	3,96	,897	,702**	**0,800**					
3	Facility aesthetics	4,03	,888	,698**	,693**	**0,819**				
4	VW	4,05	,998	,574**	,576**	,626**	**0,866**			
5	Revisit Intention	3,88	,969	,565**	,511**	,571**	,580**	**0,794**		
6	WOM Intention	3,95	1,04	,553**	,512**	,489**	,454**	,448**	**0,860**	
7	WPM	3,57	1,13	,409**	,414**	,388**	,361**	,386**	,496**	**0,819**

SL&EF: Spatial layout & employee factor, VW: View from the window, WPM: Willingness to Pay More
Note: *The results written in bold numbers in the sections of each scale refer to the square root of the AVE values, p=<0,001*

The results of the path analysis have been estimated, and it was observed that SL&EF was (ß=0.270, p=<0.001) and VW was (ß=0.414, p=<0.000) so that they have a significant positive effect on revisit intention. Therefore, H1a and H1d hypotheses were supported. On the other hand, AMB (ß=-0,010, p=<0,911) and FA (ß=0,142, p=<0,126) do not have a significant positive effect on revisit intention. Hence, H1b and H1c hypotheses were not supported.

Table 3: Validity and Reliability Scores

Construct and Measurement Items	CR	AVE	MSV	ASV	CFA
Seating arrangement gives me enough space					0,794
Layout makes it easy to move around.					0,736
Layout creates adequate dining privacy.					0,781
Employees are neat and well-dressed.					0,796
Attractive employees make me feel good.					0,837
The number of employees is adequate.					0,809
SL&EF (Spatial Layout & Employee Factor) CA:0,90	0,91	0,62	0,49	0,35	
Plants/flowers make me feel happy.					0,781
Paintings/pictures are visually appealing.					0,752
Temperature is comfortable.					0,817
Aroma is enticing.					0,826
Lighting creates a comfortable atmosphere.					0,823
AMB (Ambiance) CA:0,89	0,89	0,64	0,49	0,33	
Overall interior design is attractive					0,790
Furniture is of high quality					0,766
Table setting (including tableware, linens) is visually attractive.					0,865
Background music is pleasing.					0,861
FA (Facility Aesthetics) CA:0,89	0,89	0,67	0,39	0,29	
View from the restaurant window is visually appealing					0,862
View from the window makes me feel comfortable.					0,876
VW (View from the window) CA:0,86	0,86	0,75	0,34	0,26	
I am willing to visit this restaurant when traveling to Bodrum.					0,841
I plan to visit this restaurant when traveling to Bodrum.					0,816
I will make an effort to visit this restaurant when traveling to Bodrum.					0,735
RINT (Revisit Intention) CA:0,83	0,84	0,63	0,34	0,27	
I will encourage my friends and relatives to visit this restaurant when traveling to Bodrum.					0,850
I will say positive things about this this restaurant.					0,871
WOM (WOM Intention) CA:0,85	0,85	0,74	0,31	0,24	
It is acceptable to pay more for this restaurant					0,860
I am willing to pay more for this restaurant					0,834
I am willing to spend extra in this restaurant.					0,775
WPM (Willingness to Pay More) CA:0,86	0,86	0,67	0,25	0,17	

Composite reliability, CA: Cronbach Alpha, AVE: Average variance extracted, CFA: confirmatory factor analysis, MSV: Maximum shared variance square, ASV: average shared variance square, p=<0,001

SL&EF (ß=0.398, p=<0.000) and VW (ß=0.204, p=<0.007) have a significant positive effect on WOM intention. For that reason, H_{2a} and H_{2d} hypotheses were supported. Conversely, AMB (ß=0,165, p=<0,073) and FA (ß=-0,029, p=<0,766) do not have a significant positive effect on WOM intention. Accordingly, H_{2b} and H_{2c} hypotheses were not supported. SL&EF (ß=0.201, p=<0.038), AMB (ß=0.212, p=<0.034) and VW (ß=0.180, p=<0.029) have a significant positive effect on willingness to pay more. Consequently, H_{3a}, H_{3b} and H_{3d} hypotheses were supported. Contrarily, FA (ß=-0,009, p=<0,934) does not have a significant positive effect on willingness to pay more. Consequently, H_{3c} hypothesis was not supported.

Table 4: Path Analysis

Construct	Hypothesis		Beta (ß)	SD	*t*	*p*	R^2	Result
Revisit Intention (RINT)	H_{1a}	SL&EF»RINT	,270	,091	3,183	,001***	0,54	Supported
	H_{1b}	AMB»RINT	-,010	,097	-,111	,911		Not Supported
	H_{1c}	FA»RINT	,142	,108	1,530	,126		Not Supported
	H_{1d}	VW»RINT	,414	,077	5,581	,000***		Supported
WOM Intention (WOM)	H_{2a}	SL&EF»WOM	,398	,102	4,359	,000***	0,44	Supported
	H_{2b}	AMB»WOM	,165	,108	1,794	,073		Not Supported
	H_{2c}	FA»WOM	-,029	,119	-,298	,766		Not Supported
	H_{2d}	VW»WOM	,204	,083	2,682	,007*		Supported
Willingness to Pay More (WPM)	H_{3a}	SL&EF»WPM	,201	,123	2,071	,038*	0,27	Supported
	H_{3b}	AMB»WPM	,212	,132	2,118	,034*		Supported
	H_{3c}	FA»WPM	-,009	,145	-,083	,934		Not Supported
	H_{3d}	VW»WPM	,180	,101	2,181	,029*		Supported

*** *p=<0,001, * p=<0,05*

CONCLUSION

This study aimed to investigate the effect of restaurant atmosphere on behavioural intention. The restaurant atmosphere consists of four sub-dimensions: spatial layout & employee factor, ambiance, facility aesthetics and view from the window. However, behavioural intention as used in this study was addressed under three dimensions: revisit intention, word-of-mouth intention, and willingness to pay more. Examining the results, it is evident that the spatial layout & employee factor and view from the window had a positive effect on the revisit intention, word-of-mouth intention and willingness to pay more. Furthermore, the ambiance affected the willingness to pay more positively. Nonetheless, there was no statistically significant effect of the ambiance and facility aesthetics on the revisit intention and word-of-mouth intention. Finally, facility aesthetics did not have a statistically significant effect on willingness to pay more.

From the theoretical viewpoint, one of the most important contributions of the study is that it demonstrates a direct connection between the restaurant atmosphere and behavioural intent. From this perspective, it is evident that the spatial layout of the restaurant and its employee factors, the ambience and the atmosphere created by the landscape have a significant and direct impact on behavioural intent. In addition, the relationship between restaurant atmosphere and customers' behavioural intentions was not only studied in terms of the revisit intention dimension but also the willingness to pay more and recommendation dimensions. A direct relationship between the aesthetic perception of customers and the dimensions of behavioural intent was found to be insignificant in this study. Despite this, the results may provide insight into future research as to why this link is weak.

In practical terms, the results of this study suggest that restaurant managers should take the atmosphere of the restaurant into account and focus on retaining customers. The results of the present research provide restaurant managers with a set of information for creating sustainable relationships with customers. It may be that a good atmosphere will be sufficient to ensure customer satisfaction and create loyal customers.

Just as in all studies, there are constraints to some of the issues discussed in this study. A more extensive model can be developed to better explain relationships, and the research can be improved by analysing the effects that cannot be obtained in the study results. To extend the understanding of the relationship between atmospheric and consumer behaviour, other factors such as demographic information and different types of restaurants may be covered in future research models.

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PRIORITIZATION OF TOURISM DESTINATION COMPETITIVENESS DETERMINANTS AND ATTRIBUTES USING FTOPSIS: A CASE OF KERALA, INDIA

Ashna JOHN*
Mohammed FIROZ C**

Abstract

The frameworks on Tourism Destination competitiveness (TDC) developed so far put forward comprehensive lists that assume equal importance to all attributes (Azzopardi, 2011; Lee & King, 2009). It is crucial for destinations to find weightage of each attribute to decide on which are important in achieving competitiveness (Crouch, 2011; Dwyer & Kim, 2003). The purpose of this paper is to find an ideal method to assess weightage of attributes and determinants of TDC and to apply the technique in the tourist region of Kerala, India. Recently, Multi-Criteria Decision Making (MCDM) techniques are extensively used in TDC studies (Huang & Peng, 2012). The fusion between fuzzy set theory, which describes subjective judgement in a quantitative manner, and MCDM has led to a new decision model named Fuzzy Multi-Criteria Decision Making (FMCDM). In this study, the TDC determinants and attributes of Kerala are ranked and weighted using Fuzzy Technique for Order Preference by Similarity to Ideal Solution (FTOPSIS), based on which resource optimization can be done to alleviate weaknesses and reinforce strengths of the destination. Study has been conducted from a holistic stakeholder perspective and the results demonstrate that FTOPSIS can be employed as an effective method in TDC attribute weighting and ranking. While exploring the weightage of various attributes, it can be seen that 'destination development' has the highest weightage and 'entertainment and nightlife' the least. Effective resource deployment via 'destination policy, planning and development', 'destination management', and 'qualifying and amplifying factors' are identified to be the foundation of destination competitiveness.

Key Words: attributes; determinants; Fuzzy MCDM; Fuzzy TOPSIS; prioritization; tourism; destination competitiveness; weighting.

INTRODUCTION

Destinations are geographical regions providing integrated services and experiences to visitors, which are composed of tangible and intangible products, places and attractions with distinct natural attractiveness and properties that may be appealing to the tourists (Buhalis, 2000). Tourism as an experience takes place in destinations and tourists travel to destinations to see attractions, to participate in leisure activities, and to experience new cultures (Uysal, Chen, & Williams, 2000). In today's chaotic market place, competitiveness of tourist destinations has become very critical concept because of the public caution associ-

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ated with travel (Gursoy, Baloglu, & Chi, 2009). The long-term success of destinations heavily depend on how competitive they are in the marketplace and how well they are positioned against their competitors (Mazanec, 1995). Though tourism destination competitiveness (TDC) is being studied for more than 30 years, the topic is still a growing interest area due to the dynamics of the global tourism industry. Many tourism researchers have dealt with this growing research area (Enright & Newton, 2005; Cracolici & Nijkamp, 2009; Carayannis et al., 2018; Gómez-Vega & J Picazo-Tadeo, 2019) and destinations benefit from this interest.

Each of the key comprehensive models of destination competitiveness (Crouch & Ritchie, 1999; Dwyer & Kim, 2003; Heath, 2003; Ritchie & Crouch, 2003) offers exhaustive lists of determinants and attributes, that is, the forces and factors that are used to identify and assess competitiveness of destination. Though these determinants and attributes are worded, labelled and categorized differently, the majority of the underlying ideas are in fact very similar. In this context, relevant determinants and attributes that would characterize the competitiveness of the destination under study are integrated from the literature.

The frameworks on Tourism Destination competitiveness (TDC) developed so far assume equal importance to all determinants and attributes (Azzopardi, 2011; Lee & King, 2009). Every attribute might be having varying level of relevance or importance as the setting differs. A particular attribute which is very important in the case of a certain destination may not be so important in the case of another destination. It is crucial for destinations to find weightage of each determinant and attribute to decide on which are important in achieving competitiveness (Crouch, 2011; Dwyer & Kim, 2003).

The determinants and its attributes extracted from the literature and through in-depth interviews of service providers are finalized through the questionnaire survey of experts of tourism industry. Further, to use it while framing strategies, this needs to be prioritized with weights which reveal its importance with respect to the case region. The attribute with highest weightage has to be given more priority in terms of policy formulation. Thus, the purpose of this paper is to find an ideal Multi-Criteria Decision Making (MCDM) method for the operationalization of the model. Finally, the study finds an ideal combination of fuzzy set theory and MCDM method to assess the weight of determinants and attributes of TDC and applies the technique in the tourist region of Kerala, India.

MCDM AND FMCDM TECHNIQUES AND DESTINATION COMPETITIVENESS

The decision-making environment has changed from a single person and single criteria to multi-person and multi-criteria situations (Triantaphyllou, 2000). In the last few decades, MCDM techniques are extensively used in various research fields and is recently being used in TDC studies as well (Huang & Peng, 2012; Zhang et al., 2011). MCDM techniques have various applications (Velasquez & Hester, 2013), and it helps decision-makers to select, assign weight, assess or rank the given alternatives. TDC assessment involves multiple determinants and attributes (Abreu-Novais, Ruhanen, & Arcodia, 2016) and MCDM techniques can

incorporate these multiple aspects into a single evaluation process. The technique is capable of considering criteria of different units of measures (e.g., ratios, points, percentages) and those of both benefit (positive) and cost (negative) influence. A major criticism is that different methods can yield different results when applied to the same problem (Velasquez & Hester, 2013) and thus the identification and selection of an appropriate method is not a simple task (Triantaphyllou, 2000). Most of the MCDM methods were initially proposed for finding out the best alternative based on certain criteria. Some of these methods were also used to derive criteria weights.

In a practical decision situation, the application of the classic MCDM method may face several practical limitations because of the criteria containing imprecision or vagueness inherent in the information. To deal with qualitative and imprecise information, fuzzy set theory is an ideal modelling tool for complex systems that can be controlled by humans, but are hard to define precisely (Zadeh, 1965). The theory uses fuzzy numbers to express linguistic attributes, to describe the subjective judgement of a decision-maker in a quantitative manner (Zadeh, 1965). It is generally found that the decision-makers are more confident to give interval judgements than fixed value judgements. Crisp values cannot deal with ambiguities, uncertainties and vagueness associated with the decision-makers. The use of fuzzy set theory allows for incorporating unquantifiable information, incomplete information, non-obtainable information, and partially ignorant facts into the decision model. Thus, to deal with problems that had been inaccessible and unsolvable with standard MCDM techniques, fuzzy multi-criteria decision making (FMCDM) methods have been developed.

Fuzzy sets was first introduced into the MCDM field by Bellman (Bellman, 1970) and since then, there have been successful application and implementations of fuzzy set theory in the field. The presence of fuzziness or imprecision in an MCDM problem will increase the complexity of the decision situation in many ways. The fuzzy or qualitative data being operationally more difficult to manipulate than crisp data, undoubtedly increases the computational requirements in particular during the process of ranking.

Validity of an assessment system is highly reliant on how their components are weighted and aggregated. The task of choosing appropriate weighting and aggregation methods for a specific destination's competitiveness assessment is extremely significant and challenging. While selecting a prioritization method, the following aspects are to be kept in mind: the ability of the method (a) to account for vagueness or uncertainty in expert judgements, (b) for arriving at weight, (c) to check for inconsistent judgements, (d) for group decision-making, and (e) to accommodate any number of attributes.

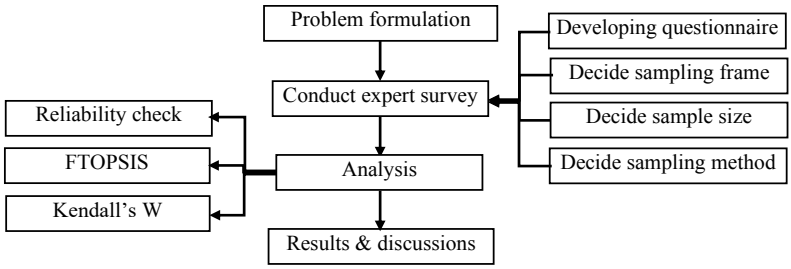
Accordingly, different MCDM and FMCDM methods are explored; the advantages and disadvantages of different methods (Triantaphyllou, 2000) are studied; and based on these, the suitable method for prioritization of attributes in the study is identified. The study involves a large number of attributes and to analyse the data, TOPSIS is identified to be the suitable method even though it is not possible to check the consistency of expert judgements. The FTOPSIS method is more suit-

able since it is very effective when dealing with uncertainty and imprecise information. It is suitable for weighting, can be used for large number of attributes, can deal with uncertainty and can be used in group decision making. Though FTOPSIS is generally used by most of the researchers for ordering (ranking) alternatives when weights are known, few studies have used it to find the weights of the criteria as well (Mahmoud, Zayed, & Fahmy, 2019).

METHODOLOGY

The study area chosen is Kerala in India, which is an internationally recognized popular tourist destination. The state of Kerala is richly endowed with a variety of natural and cultural resources, that makes it one of the best destinations of India for domestic and overseas visitors alike. 'Kerala - God's Own Country' has been recognized as one of the best tourism brands in the world as well. Despite of the recognitions and awards won, and having great potential and opportunities of tourism, Kerala is experiencing a perceptible fall in the foreign tourist arrivals beyond 2010. There is a need to assess the underlying cause for decline in destination competitiveness of Kerala. As a preliminary step, the different determinants and attributes affecting TDC are being weighted and aggregated. A broad methodology of finding the weight is shown in Figure 1.

Figure 1: Overall methodology



An expert opinion survey is conducted on the tourism experts in the destination region Kerala. The methodology consists of developing the survey questionnaire, selecting the sample frame, sample size, sampling method, conducting the survey and further analyses using prescribed tools and techniques. A self-administered questionnaire with Likert scale rating is used for surveying the experts. The number of scale points to be included is a crucial decision to be made while adopting the scale. According to Krosnick and Fabrigar (Krosnick & Fabrigar, 1997), the optimal scale length falls between 5-7. The current study records the perception of experts using a 7-point scale for allowing maximum variability in responses.

Sample

The sampling frame consists of experts from different domains and include tourists, academicians/researchers, planners, tourism officials (public/private sector) and tour operators to ensure a holistic representation. The respondents are selected through judgmental sampling. The number of respondents/experts to be included in the survey, when population size is unknown is given by the commonly used formula (Refer Equation 1) (Black, 2010)

$$n = \frac{Z_{\alpha/2}^2 \, \sigma^2}{E^2} \tag{1}$$

Where, n is required sample size

Z is Z-score corresponding to the confidence interval

σ is standard deviation

and E is margin of error

In most cases, σ may be unknown and can be approximated (Black, 2010) using Equation 2.

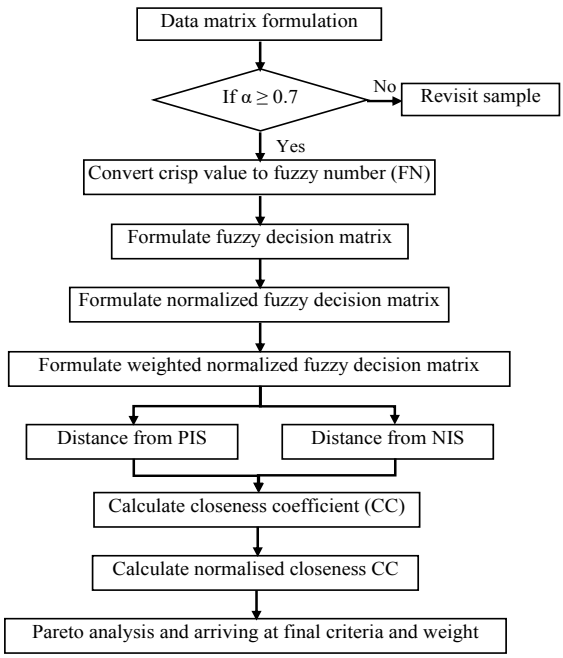
$$\sigma = \frac{1}{4} \, Range \tag{2}$$

Data collection

As per Equation 1, the sample size required is 71. The survey questionnaire was designed and distributed among 107 experts presuming a response rate of 50%. The experts, purposefully selected based on the researcher's judgement, were allowed to express their perception in the form of linguistic attributes. 89 responses were obtained which indicates a response rate of 25%. The pattern of respondents was found to be 20% tourists, 29% planners, 30% tourism officials, 7% academicians/researchers, and 14% tour operators. The TDC attributes are finalized and grouped based on the feedback of experts in the opinion survey conducted.

Tools

Figure 2: Methodology for Fuzzy TOPSIS



The response values of experts are formed into a matrix, and the Cronbach's Alpha (α) value is calculated to test the consistency of the response values. The α value greater than 0.7 indicates that the response values obtained are valid and reliable. The coefficient of variation (CoV) is also utilized as another method to check consistency. A CoV value of 0.3 is considered as not too high for qualitative assessments. Further, the response matrix is analysed using FTOPSIS. The stepwise methodology followed in prioritization of attributes by this method is illustrated in Figure 2. The different steps undertaken to obtain the weights of attributes (Mahmoud et al., 2019) are described below.

Step 1: Converting the linguistic attributes into three fuzzy numbers. Each attribute corresponds to 3 numbers, which represent a triangular fuzzy number (TFN) which comprises of a lower value, middle value and an upper value. The triangular fuzzy scale adopted for FTOPSIS is shown in Table 1.

Table 1: Triangular Fuzzy scale for Fuzzy TOPSIS

Linguistic scale	Triangular fuzzy scale
Extremely low importance	(1, 1, 2)
Very low importance	(1, 2, 3)
Low importance	(2, 3, 4)
Slightly low importance	(3, 4, 5)
Moderate importance	(4, 5, 6)
Slightly high importance	(5, 6, 7)
High importance	(6, 7, 8)
Very high importance	(7, 8, 9)
Extremely high importance	(8, 9, 9)

Step 2: Calculating the weighted normalized decision matrix. This is done by: 1) formulating the decision matrix; 2) arriving at normalized decision matrix; 3) arriving at weighted normalised decision matrix. The decision matrix is formulated by replacing the Likert scale data obtained through survey with the corresponding TFNs marked against each attribute. Further, the normalized decision matrix is formulated to normalize the ranking such that all the values of TFNs for all the criteria in a row (single respondent) is divided by the largest upper value in a row based on the Equation 3 (NĂdĂban, Dzitac, & Dzitac, 2016).

$$\tilde{r}_{ij} = \frac{a_{ij}}{c_{ij}^*}, \frac{b_{ij}}{c_{ij}^*}, \frac{c_{ij}}{c_{ij}^*} \tag{3}$$

Where,

$$c_{ij}^* = max_i \, c_{ij} \tag{4}$$

Further, the weighted normalized decision matrix is obtained by multiplying the weight of each respondent by all the corresponding values for all the criteria, as shown in Equation 6 (Mahmoud et al., 2019)

$$\tilde{v}_{ij} = \tilde{r}_{ij} * w_j \tag{5}$$

Step 3: Fuzzy Positive Ideal Solution (FPIS) and Fuzzy Negative Ideal Solution (FNIS) are done using Equation 7 and Equation 9 (Mahmoud et al., 2019)

$$A^{+} = (\tilde{v}_1^{+}, \tilde{v}_2^{+}, \dots\dots, \tilde{v}_n^{+}) \quad (6)$$

Where, $$\tilde{v}_j^{+} = max_i\, v_{ij3} \quad (7)$$

$$A^{-} = (\tilde{v}_1^{-}, \tilde{v}_2^{-}, \dots\dots, \tilde{v}_n^{-}) \quad (8)$$

Where, $$\tilde{v}_j^{-} = max_i\, v_{ij1} \quad (9)$$

Step 4: Computation of distances from FPIS and FNIS. The distance between two TFNs F1 = (a1, b1, c1) and F2 = (a2, b2, c2) are determined by implementing the Euclidean distance method, as shown in Equation 11 (Mahmoud et al., 2019). The distance of each TFN from FPIS and FNIS is calculated.

$$d(F_1, F_2) = \sqrt{\frac{1}{3}\,[(a_1 - a_2)^2 + (b_1 - b_2)^2 + (c_1 - c_2)^2]} \quad (10)$$

Step 5: Determination of positive and negative similarity. The positive similarity (S+) is the summation of all distances from FPIS corresponding to each respondent for each attribute, as shown in Equation 12. The negative similarity (S-) is the summation of all distances from FNIS corresponding to each respondent for each attribute, as shown in Equation 13 (Mahmoud et al., 2019).

$$S_i^{+} = \sum_{j=1}^{n} d\,(\tilde{V}_{ij}, \tilde{v}_j^{+}) \quad (11)$$

$$S_i^{-} = \sum_{j=1}^{n} d\,(\tilde{V}_{ij}, \tilde{v}_j^{-}) \quad (12)$$

Step 6: Evaluation of closeness coefficient (CC) and normalized weight. The CC is the ratio between the negative similarity and the summation of both negative and positive similarities, as shown in Equation 14. The CC is then normalized to arrive at attribute weight (Mahmoud et al., 2019).

$$CC_i = \frac{S_i^{-}}{S_i^{-} + S_i^{+}} \quad (13)$$

Thus, the weights for the determinants and attributes are determined by analysing the responses using FTOPSIS. Further, the global weight of each attribute is calculated using the equation given below:

$$W_G = W_D * W_A \quad (14)$$

Where, W_G is the global weight of attributes

W_D is the local weight of determinants

and W_A is the local weight of attributes

By applying the pareto rule, the criteria which form the top 80% of the weight are filtered in, and the rest 20% may be marked (Black, 2010). These criteria may be taken to the experts to mark their opinion before eliminating.

Now, the level of agreement between the expert judgements are tested using Kendall's Coefficient of Concordance (KCC) (Black, 2010). The Kendall's W is calculated using SPSS. Kendall's W agreement degree scale is shown in Table 2. Further, the p-value is noted to check whether the agreement between experts is significant or it occurred by chance. At 5% significance level, a p-value less than 0.05 indicates that the degree of agreement between experts is significant.

Table 2: Kendall's W agreement scale

W	Interpretation
0	No agreement
0.10	Weak agreement
0.30	Moderate agreement
0.60	Strong agreement
1	Perfect agreement

RESULTS

The response matrix is formulated and Cronbach's Alpha and Coefficient of Variation are calculated using Statistical Package for the Social Sciences (SPSS) Version 25 and is presented in Table 3. The CoV values for all determinants are found to be less than 0.3, and the α values are all above 0.7. Further, the local weight of each attribute is derived using FTOPSIS and is given in Table 4. The local weights of attributes derived using FTOPSIS ranges from 0.2765 to 0.6835. Weights of the determinants are presented in Figure 3 and it ranges from 0.6490 to 0.8027. Once the local weight of attributes and determinants are calculated, the global weight of each attribute needs to be arrived at using the Equation 14, and are given in Table 5. Pareto analysis for attributes under each determinant is done and the results are presented in Figure 4 - Figure 9. None of the attributes are found to have values below 20% of the weight. The Kendall's W and p-values are also computed in SPSS Version 25 and is presented in Table 6. The values obtained for W ranges from 0.230 to 0.619. The corresponding p-values are all 0.000, except for destination policy, planning and development for which it is 0.006.

Table 3: Cronbach's Alpha and Coefficient of Variation of determinants of TDC

Determinants	α	CoV
Inherited and created resources	0.815	0.270
Tourism environment	0.795	0.228
General infrastructure	0.726	0.296
Qualifying and augmenting factors	0.803	0.187
Destination policy, planning and development	0.747	0.216
Destination management	0.766	0.154

Source: SPSS output

Table 4: Closeness coefficients (CC) of attributes

Sl. No.	Attributes	Abbreviation	CC
1	Cultural & historical attractions	ICR6	0.875
2	Natural beauty	ICR1	0.8626
3	Development	DPPD2	0.8515
4	Political stand towards tourism	QAF12	0.8485
5	Resident support for tourism	QAF11	0.8485
6	Public safety/security	GI3	0.8481
7	Natural tourism products	ICR2	0.845
8	Cost of travel to destination	TE10	0.8411
9	Positioning/ branding of destination	DPPD4	0.8385
10	Hospitality	QAF1	0.8356
11	Anti-social activities	QAF9	0.8355
12	Basic service infrastructure	GI6	0.8172
13	Vision and policies	DPPD1	0.8047
14	Visitor management	DM6	0.7959
15	Marketing & promotion	DM3	0.7891
16	Role of private sector	DM2	0.7856
17	Symbiotic tourism products	ICR3	0.7827
18	Crisis management	DM8	0.78
19	Quality of food & beverages	TE4	0.777
20	Special events/festivals/fairs	ICR8	0.776
21	Environmental quality	ICR5	0.7738
22	Value for money	QAF4	0.77
23	Monitoring and evaluation	DPPD5	0.7669
24	Core resources management	DM7	0.7665
25	Authenticity of destination	QAF5	0.762
26	Destination audit	DPPD3	0.7518
27	Health/medical facilities	GI4	0.7421
28	Human resources management	DM5	0.7366
29	Communication between host and guest	QAF2	0.7245
30	Customs & entry permit/visa	TE6	0.7192
31	Quality of accommodations	TE2	0.7148
32	Climatic conditions	ICR4	0.7067
33	Tourist guidance/ information	TE7	0.7064
34	Role of public sector	DM1	0.6996

35	Social spaces and avenues	GI5	0.6786
36	Image of destination	QAF7	0.6737
37	Location & accessibility to destination	TE9	0.6733
38	Finance and venture capital	DM4	0.6534
39	Diversity of tourism products	QAF6	0.6378
40	Proximity to other tourist destinations	QAF3	0.6326
41	Crowding at the destination	QAF8	0.6296
42	Corruption	QAF10	0.6057
43	Variety of accommodations	TE1	0.5944
44	Cost of food & beverages	TE5	0.5929
45	ICT infrastructure	GI2	0.5858
46	Shopping opportunities	ICR10	0.5826
47	Reliability of tour operators	TE8	0.5315
48	Cost of accommodations	TE3	0.5172
49	Quality & quantity of convention centres	TE11	0.4771
50	Methods of work/ technology	ICR7	0.4702
51	Financial institutions/currency exchange facilities	GI1	0.442
52	Entertainment & nightlife	ICR9	0.3912

Figure 3: Weights of determinants derived using FTOPSIS

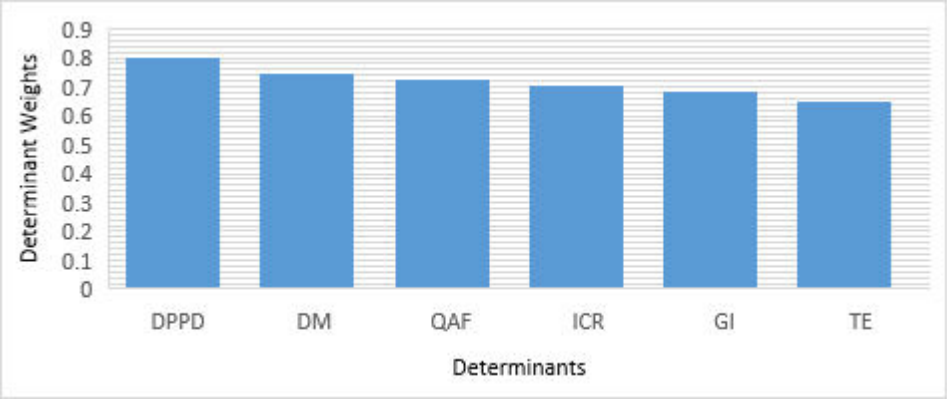


Table 5: Attribute global weight calculation

Determinants	Attributes	Local weight (CC)	Global weight
Inherited and Created Resources 0.706625631	ICR1	0.8626	0.6096
	ICR2	0.8450	0.5971
	ICR3	0.7827	0.5530
	ICR4	0.7067	0.4993
	ICR5	0.7738	0.5467
	ICR6	0.8750	0.6183
	ICR7	0.4702	0.3322
	ICR8	0.7760	0.5483
	ICR9	0.3912	0.2764
	ICR10	0.5826	0.4116
Tourism Environment 0.649586205	TE1	0.5944	0.3861
	TE2	0.7148	0.4643
	TE3	0.5172	0.3359
	TE4	0.7770	0.5047
	TE5	0.5929	0.3851
	TE6	0.7192	0.4672
	TE7	0.7064	0.4589
	TE8	0.5315	0.3452
	TE9	0.6733	0.4374
	TE10	0.8411	0.5463
	TE11	0.4771	0.3099
General Infrastructure 0.685680927	GI1	0.4420	0.3031
	GI2	0.5858	0.4017
	GI3	0.8481	0.5815
	GI4	0.7421	0.5088
	GI5	0.6786	0.4653
	GI6	0.8172	0.5603
Qualifying and Augmenting Factors 0.729388284	QAF1	0.8356	0.6095
	QAF2	0.7245	0.5284
	QAF3	0.6326	0.4614
	QAF4	0.7700	0.5616
	QAF5	0.7620	0.5558
	QAF6	0.6378	0.4652
	QAF7	0.6737	0.4914

	QAF8	0.6296	0.4592
	QAF9	0.8355	0.6094
	QAF10	0.6057	0.4418
	QAF11	0.7966	0.5810
	QAF12	0.8485	0.6189
Destination Policy, Planning and Development 0.80270642	DPPD1	0.8047	0.6459
	DPPD2	0.8515	0.6835
	DPPD3	0.7518	0.6034
	DPPD4	0.8385	0.6731
	DPPD5	0.7669	0.6156
Destination Management 0.750911804	DM1	0.6996	0.5253
	DM2	0.7856	0.5899
	DM3	0.7891	0.5926
	DM4	0.6534	0.4907
	DM5	0.7366	0.5531
	DM6	0.7959	0.5977
	DM7	0.7665	0.5755
	DM8	0.7800	0.5857

Figure 4: Pareto analysis of attributes under Inherited and Created Resources

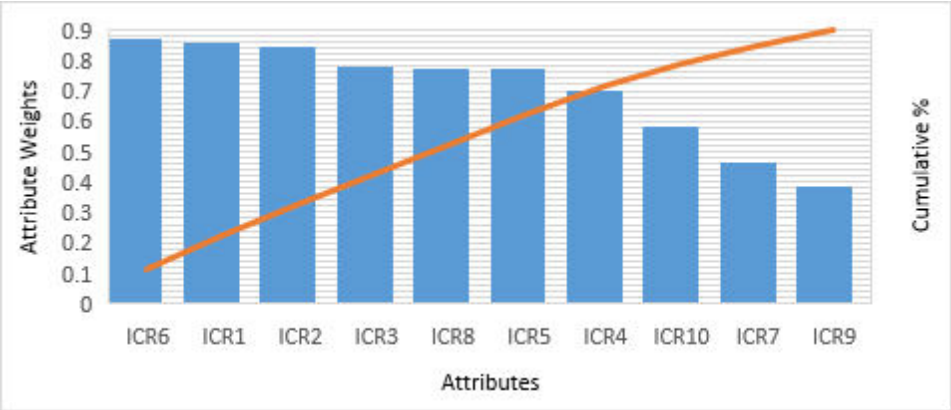


Figure 5: Pareto analysis of attributes under Tourism Environment

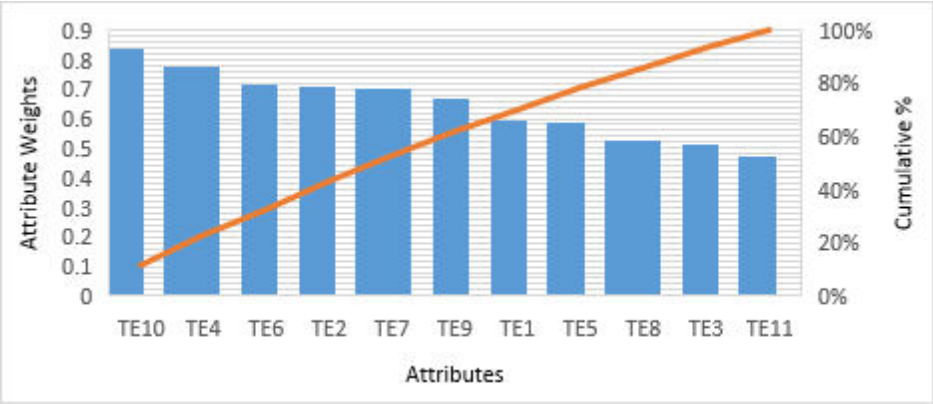


Figure 6: Pareto analysis of attributes under General Infrastructure

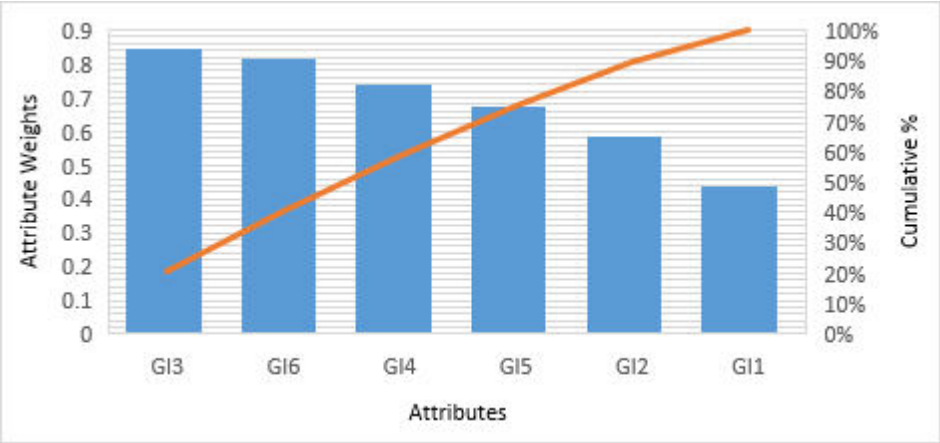


Figure 7: Pareto analysis of attributes under Qualifying and Augmenting Factors

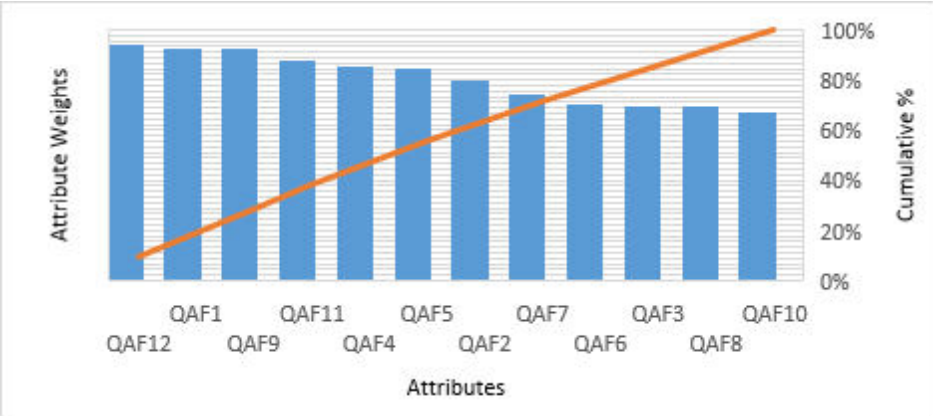


Figure 8: Pareto analysis of attributes under Destination Policy, Planning & Development

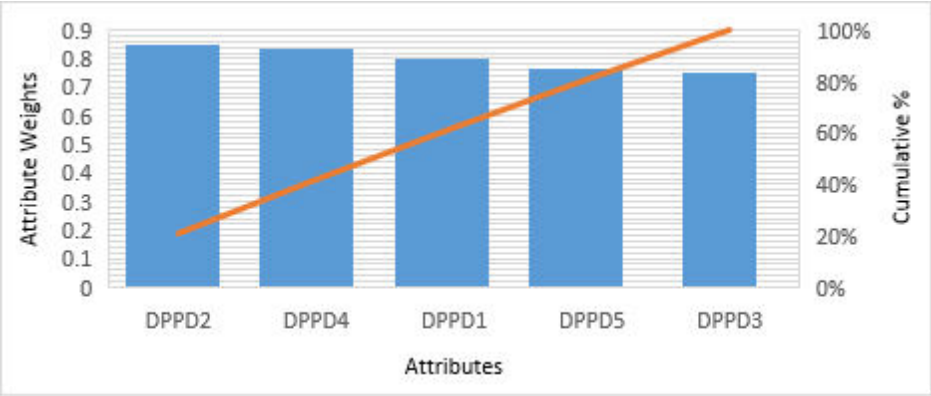


Figure 9: Pareto analysis of attributes under Destination Management

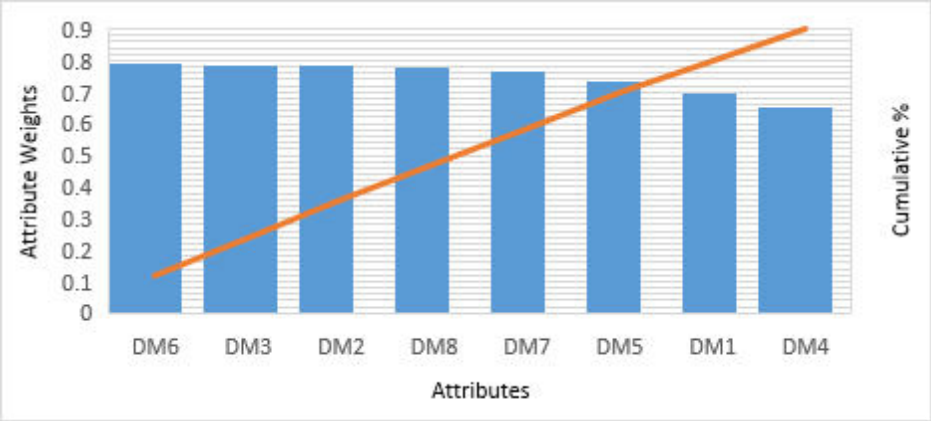


Table 6: Kendall's W and p-values of determinants of TDC

Determinants	Kendall's W	Significance
Inherited and created resources	0.440	0.000
Tourism environment	0.521	0.000
General infrastructure	0.130	0.000
Qualifying and augmenting factors	0.513	0.000
Destination policy, planning and development	0.347	0.006
Destination management	0.559	0.000

DISCUSSION

The CoV values less than 0.3, indicates consensus in agreement of experts. The α values for all the categories are above 0.7, which shows that response values are consistent and valid. Further, the local weights of attributes found using FTOPSIS shows that 'destination development' has got the highest weightage, 0.6835 and 'entertainment and nightlife' the least, 0.2765. This indicates that 'destination development' is the most important attribute and 'entertainment and nightlife' the least. Similarly, while finding the weights of determinants of TDC, it is found that 'destination policy, planning and development' has the highest weightage, 0.8027 and 'tourism environment' has the least weightage, 0.6496. The other determinants which comes in between in the decreasing order of weightage are 'destination management' with a weightage 0.7509; 'qualifying and amplifying factors' with a weightage 0.7294; 'inherited and created resources' with a weightage 0.7066 and 'general infrastructure' with a weightage 0.6857.

The pareto analysis of various determinants is done to explore if there are any attributes falling in the bottom 20% of the weight of the particular determinant and to check the pattern of weights obtained. The results are discussed in the following sections. In 'inherited and created resources' determinant (Refer Figure 4), the higher weightage is for 'cultural and historical attractions' followed by 'natural beauty'. This indicates that probably the culture and history of Kerala is more important than the natural beauty. None of the attributes falls in the bottom 20% weight. Nightlife is absent in Kerala and that might be the possible reason for the least weight obtained by the attribute 'entertainment and nightlife' in measuring competitiveness. But in near future there is a high chance that this attribute becomes more relevant. 'Methods of work/technology' offered by the destination is the second least weighted for which the possible reason can be that the destination's own techniques such as fishing net, coir making, Aranmula mirror making etc. are poorly showcased.

In 'tourism environment' determinant (Refer Figure 5), 'cost of travel to destination' is having the highest weightage. This indicates that cost of travel is the most important in measuring the destination competitiveness among tourism environment attributes. 'Quantity and quality of convention centres' is the least weighted attribute and the reason might be that very few foreign tourists visit Kerala for conventions or similar occasions. Foreigners visiting the state for meetings, incentives, conferences and exhibitions (MICE) tourism need not use convention centres, and that can also be the reason for the least importance of the particular attribute. 'Cost of accommodation' though a cost factor associated with tourists, is the second least weighted attribute. The possible reason may be that the accommodation types such as resorts, houseboats, star hotels etc. vary with tourist locations and the visitors are keen to select the location specific accommodation irrespective of the cost.

In the case of 'general infrastructure' determinant (Refer Figure 6), it can be seen that the attribute 'public safety and security' has the highest weightage. This means that the competitiveness of the destination has been threatened by a single or series of crimes, sexual abuse, violence, neglect, unsafe transportation, etc.

The result emphasizes the importance of ensuring safety and security in the destination so as to improve on the number of tourists visiting the destination. 'Financial institutions/currency exchange facility' is the least weighted, for which the possible reason can be that online services are mostly used rather than visiting the institutions.

In 'qualifying and augmenting factors' (Refer Figure 7), it is evident that the 'political stand towards tourism' is the major factor affecting tourism growth in the destination. The reason being that the public sector as the facilitator of tourism industry requires support from the government for development of the industry. Though tourism is regarded as a fertile ground for economic crime and corruption, it is found that 'corruption' has a very poor role in influencing the arrival of tourists in the destination. The possible reason can be that the professionals/laws representing anti-corruption organisations in the destination are strong.

As per Figure 3, 'destination policy, planning and development' scores the highest among the six determinants of TDC. This indicates the importance of a well-planned environment within which the appropriate forms of tourism development can be encouraged and facilitated. Figure 8 shows that there is no pronounced variation in the weights of all five attributes of this determinant. 'Destination development' is having the highest weightage which indicates that the policy-makers and managers of the destination must ensure that they have in place a rigorous programme of development that will translate the destination vision into reality. The very next emphasis is to be given for 'positioning or branding' of the destination. Branding of Kerala as a tourist destination is one of its kind. But it has to be continuously improved in such a way that while selecting the destination, the brand would reassure the individual concerning, the promise of future pleasure and after travel, it would help in consolidating and reinforcing the destination memories. 'Destination audit' though scores least in the particular category, it has got a higher weightage when compared to many other attributes.

In the case of 'destination management' determinant (Refer Figure 9), the attribute 'visitor management' has got the highest weightage. It is undisputable that proper management of visitors by Destination Management Organizations (DMO) help to attract tourists in a large scale and thereby improve destination competitiveness. Also 'finance and venture capital' is the least priority attribute in the case of Kerala. The possible reason can be that these investments being generally characterized as high-risk or high-return opportunities, are rarely opted by tourism developers.

While further exploring the global weightage of various attributes, it can be seen that 'destination development' has the highest global weightage and 'entertainment and nightlife' the least. The result shows the increased importance of destination development practices in improving the competitiveness of Kerala. Nightlife and people engaging in night entertainment is very rare in the case of Kerala and this might have compelled experts to consider the attribute as a low priority measure of competitiveness. Recently, the Government of Kerala is ex-

ploring the possibility of opening pubs and night clubs. This can possibly improve the weight of 'entertainment and nightlife' while prioritising the attributes of TDC.

Further, Kendall's W obtained indicates that there is a strong agreement between the expert judgements for 'destination management' attributes. The 'general infrastructure' attributes are showing a weak agreement between the expert judgements while moderate agreement is observed in the judgements of attributes under 'inherited and created resources', 'tourism environment', 'general infrastructure', 'qualifying and augmenting factors', and 'destination policy, planning and development'. However, the p-values corresponding to the W values indicate that the degree of agreement between the experts is quite significant.

CONCLUSION

The experts are chosen to be from supply and demand-sides since both the stakeholders may well have a different view of the importance of such determinants and attributes. In future studies, it can be thought of examining the similarities and differences between the demand and supply-side perspectives of attribute importance.

The different attributes under each determinant of destination competitiveness are assigned weight based on the expert assessment of importance of the same, by conducting FTOPSIS. The global weight thus obtained can be used to prioritize the attributes affecting Tourism Destination Competitiveness of the case region. This priority list of attributes can be of help to find intervention areas for resource allocation to alleviate the weaknesses and improve the strengths of destination Kerala, thereby improving its competitiveness. Effective resource deployment via 'destination policy, planning and development', 'destination management', and 'qualifying and amplifying factors' are identified to be the foundation of Tourism Destination Competitiveness.

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THE RELATIONSHIP AMONG WORKPLACE LONELINESS, PERCEIVED ORGANIZATIONAL SUPPORT AND JOB SATISFACTION[1]

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Cafer TOPALOĞLU**

Abstract

Since loneliness has received limited academic attention, we studied loneliness in the workplace with relation to perceived organizational support and job satisfaction among hotel employees. For this purpose, a theoretical model of the mediating role of workplace loneliness between perceived organizational support and job satisfaction was developed. Results from 406 employees of four- and five-star all-inclusive hotels in Muğla indicate that the mediating role of the emotional loneliness dimension between perceived organizational support and job satisfaction is statistically significant. The research contributes to the literature on loneliness in the workplace and includes suggestions for the hotel industry and future studies.

Key Words: Perceived organizational support, Loneliness in the workplace, Job satisfaction, Mediating effect, Hotel employees

INTRODUCTION

Obtaining the best performance from employees is one of the main goals of today's organizations and a critical factor in achieving sustainable competitive advantages. In this rapidly changing and competitive environment, organizations may try to overload work and alienate employees or ignore their emotions to provide the highest and fastest service quality and gain a competitive advantage. However, these expectations of high performance from employees can create problems. The expectations and work overload may cause employees to experience problems such as stress, alienation, job dissatisfaction, poor performance, burnout, and loneliness in the workplace (Vatankhah et al., 2017; Akkoç et al., 2012).

Within the context of individuality, one of the most common workplace problems experienced by employees is loneliness in the workplace. Although loneliness is considered as a universal life experience, human beings are social and loneliness causes psychological disturbances for individuals (Peplau & Perlman, 1982). Unlike the classical meaning of 'loneliness', 'loneliness in the workplace' is a specific emotion experienced by an individual in professional life. The individual may feel happy, healthy, and social in his or her daily life while feeling unhappy and lonely in professional life (Wright, 2005). This situation can easily cause insufficient

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[1] This research is based on the doctoral dissertation of Filiz Gümüş Dönmez entitled 'The Mediating Role of Workplace Loneliness between the Relationship Perceived Organizational Support and Job Satisfaction: The Case of 4 and 5 Star Hotel Employees'.

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work, insecurity, and a focus on problems in the individual's professional life (Carmeli, 2009).

Since relationships in the workplace are at the basis of many significant organizational phenomena, it is significant for employees and businesses to investigate where loneliness in the workplace originates and what kinds of results it causes. In this context, many factors can be effective in individuals' loneliness in the workplace. One of these factors is thought to be perceived organizational support.

Organizational support includes improved business methods and working conditions, employee well-being, achievable goals, businesses that are tolerant of their employees, encouragement, communication, and adequate information (Çalışkan & Pekkan, 2017). In other words, organizational support is a business's support for its employees as a result of the employees' contributions to the organization, commitment, and belief in the interests of the business (Eisenberger et al. 2002).

Perceived organizational support is also one of the organizational variables that may affect job satisfaction in the workplace. Job satisfaction describes the internal reactions that an individual develops as a response to his or her perceptions of work and work conditions based on the system of norms, values, and expectations (Riggle et al., 2009). One of the most significant indicators showing that things are going wrong and conditions are deteriorating in an organization is the decreasing of job satisfaction. In addition, since job satisfaction has a dynamic structure, it should be continuously improved (Wen et al., 2019).

Based on the above information, the main purpose of this research is to investigate the relationship among perceived organizational support, job satisfaction, and loneliness in the workplace among four- and five-star all-inclusive hotel employees. In addition, the mediating role of loneliness in the workplace between perceived organizational support and job satisfaction is analyzed.

PERCEIVED ORGANIZATIONAL SUPPORT AND LONELINESS IN THE WORKPLACE

Perceived organizational support is defined as 'the extent to which the organization values employees' contributions and cares about their well-being' (Eisenberger et al., 1986). Employees feel that they are treated positively or negatively at work. Theoretically, the higher employees' perceptions of organizational support rise, the more behaviors to benefit the organization become widespread (Allen et al., 2003; Sears et al., 2016). In this context, when employees perceive organizational support, they reflect positive behaviors in the organization, do more to show high performance, and reduce their absenteeism or intentions to quit (Liu & Ding, 2012; Rhoades & Eisenberger, 2002).

Loneliness is a common condition in society but it cannot be easily expressed and has negative consequences for the individual in psychological, physiological, and organizational terms. Workplaces often offer nice friendships that employees cannot find elsewhere. However, it is not enough for some employees to take part in a social environment to overcome loneliness in the workplace and prevent the feeling of social deprivation (Wright et al., 2006). Loneliness in the workplace is

defined as a painful feeling triggered by an individual's lack of social relations in the workplace (Lam & Lau, 2012; Peng et al., 2017; Wright et al., 2006). In other words, loneliness in the workplace is defined as 'a negative, unpleasant and painful situation that occurs when establishing personal intimacy with the colleagues is not met and is triggered by the social and/or emotional alienation of the employee to the colleagues' (Gümüş Dönmez, 2019: 55).

Loneliness in the workplace is classified in two dimensions: emotional and social loneliness. Emotional loneliness occurs in the absence of close and intimate relationships. When an individual feels emotional loneliness, he or she has a general feeling of sadness and emptiness and has difficulty in establishing close relationships with other individuals (Wright, 2005). Emotional loneliness measures the quality of an individual's relationships with friends at work (Doğan et al., 2009). Social loneliness occurs when the individual sees himself outside of the social network in the workplace and lacks satisfying friendships. Social loneliness, in contrast to emotional loneliness, measures social deficiencies in terms of quantity (Wright et al., 2006).

Relevant research shows that loneliness in the workplace causes some outcomes such as decreasing work efficiency, job dissatisfaction, a sense of failure, job stress, and a lack of organizational commitment and organizational support. In this sense, one of the organizational factors that negatively affect in the workplace is thought to be loneliness impacting perceived organizational support. It has been found that loneliness in the workplace negatively affects perceived organizational support (Erdil & Gülen Tosun, 2011; Eroğlu Gün, 2018; Stoica et al., 2014; Wright, 2005). Based on this conceptual framework, the following hypotheses have been developed to determine the relationship of loneliness in the workplace with perceived organizational support:

H_{1a}: Perceived organizational support negatively affects emotional loneliness.

H_{1b}: Perceived organizational support negatively affects social loneliness.

PERCEIVED ORGANIZATIONAL SUPPORT AND JOB SATISFACTION

Perceived organizational support involves the employee's belief, trust, and well-being. Based on the theory of social change and the norm of reciprocity, employees are more connected to their business and feel more responsible to their business (Shore & Wayne, 1993). As a result, employers respond to their support in a variety of ways and one of these ways is job satisfaction.

Job satisfaction is the positive emotion arising when work outcomes meet an employee's expectations (Ilies & Judge, 2004). In other words, job satisfaction is the inner response of the individual to work and work performance (Ling & Loo, 2015; Mathew et al., 2012). The most significant factor that shows that things are going wrong in an organization and that working conditions are becoming worse is the decrease in job satisfaction. Job dissatisfaction can cause many negative organizational results, such as low performance, discipline problems, the slowing of work, and lower organizational success and resistance.

The most significant point that does not change in job satisfaction is its dynamic structure. Thus, it represents a dynamic process that requires continuous review and innovation of itself.

The relevant literature indicates that employees have higher job satisfaction when they feel that they are supported by their employers (Branik et al., 2010; Akkoç et al., Riggle et al., 2009; Stamper & Johlke, 2003). Relatedly, the following hypothesis is proposed:

H_2: Perceived organizational support positively affects job satisfaction.

LONELINESS IN THE WORKPLACE AND JOB SATISFACTION

Since people spend at least one-third of their daily lives at work, organizational climate and friendship at work have significant places in human needs. Meeting the needs of employees in the workplace and increasing their psychological well-being depends on the establishment of satisfactory relationships in the workplace (Mao, 2006). At work, when there are not enough social relationships, it seems almost impossible for an employee to 'belong' to that business. The fact that an employee does not feel attached to the workplace or his or her colleagues due to loneliness in the workplace can create negative results such as intention to quit the job and decreased organizational commitment, job performance, and job satisfaction (Lam & Lau, 2012). The literature thus confirms that there is a negative relationship between loneliness in the workplace and job satisfaction (Erdirençelebi & Ertürk, 2018; Melamed et al., 2001; Mellor et al., 2008; Wright, 2005). This leads to the following hypotheses:

H_{3a}: Emotional loneliness negatively affects job satisfaction.

H_{3b}: Social loneliness negatively affects job satisfaction.

THE MEDIATING ROLE OF LONELINESS IN THE WORKPLACE

As employees spend most of their daily lives at work, failure to prevent loneliness in the workplace can bring about many negative effects for both employees and organizations. One of the negative impacts of workplace loneliness for employees is job dissatisfaction. The reactions of employees to their jobs can be positive or negative. If the employee's response to a job is positive, job satisfaction occurs, but if it is negative, job dissatisfaction arises (Akkoç et al., 2012).

Organizations expect positive behaviors such as high performance, efficiency at work, and loyalty from their employees in the contracts that are signed mutually and voluntarily between the employers and employees and regulate social changes, while employees expect positive organizational attitudes such as trust, job satisfaction, and organizational support (Turnley et al., 2003). A business's ability to meet employees' expectations creates positive results such as job satisfaction and a lack of workplace loneliness for individuals.

Organizational structure, managers, and colleagues are the factors that affect both job satisfaction and prevention of loneliness in the workplace. If there is consistency between the organization's promises to its employees and its practices, the employees develop a positive attitude towards the business, feel the support of the organization, and do not experience disappointment. Otherwise,

the belief and trust of the employee in the organization are abused, and the individual may be isolated in the workplace while negative organizational results such as job dissatisfaction and quitting the job may occur.

According to the literature presented here, it is thought that loneliness in the workplace has a mediating role in the relationship between perceived organizational support and job satisfaction, and the following hypotheses were developed:

H_{4a}: Emotional loneliness has a mediating role in the effect of perceived organizational support on job satisfaction.

H_{4b}: Social loneliness has a mediating role in the effect of perceived organizational support on job satisfaction.

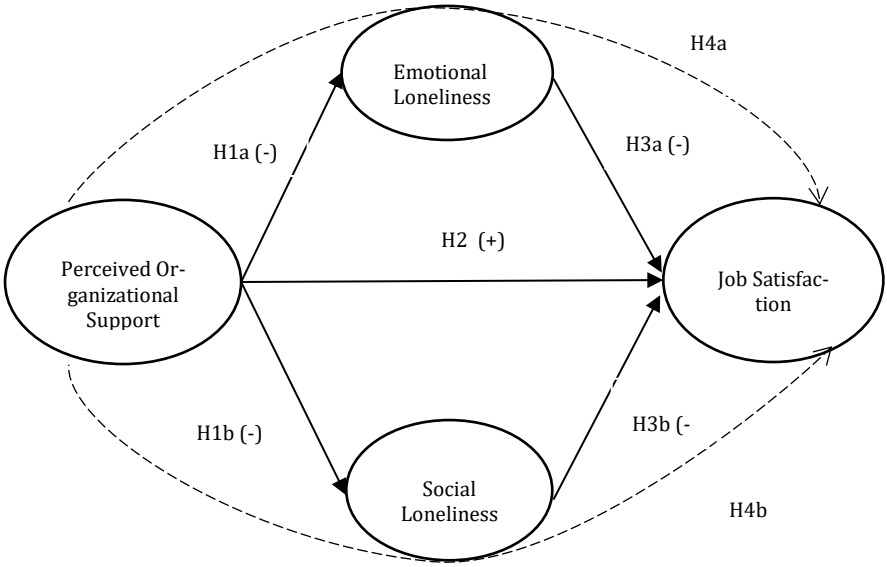
METHOD

The aim of this research is to investigate the mediating role of loneliness in the workplace in the relationship between perceived organizational support and job satisfaction among four- and five-star all-inclusive hotel employees. Communication is essential in the service industry and the field is essentially driven by hospitality, which is defined as the giving of food and sometimes accommodation to people who are not normally members of the household (Telfer, 2000). While traditional hospitality is based on warm and sincere relationships between guest and host, commercial hospitality is accepted as inhospitable, being provided through commercial concern to gain advantages (Ritzer, 2007). Aslan and Özeren (2016) discussed the interaction between hosting organizations and tourists as being 'guest-host interactions' in the tourism industry. This concept is proposed to hide the commercial structure of the industry (Ritzer, 2007). Hence, commercial hospitality is accepted as inevitably inhospitable because, in the modern tourism industry, there are tourists who want to get the value of their money from highly qualified services, entrepreneurs/organizations who expect value from their products/services and the investments they make, and employees who wait to be paid for their work (Aslan & Özeren, 2016).

The all-inclusive system in the hospitality industry restricts the business practices of the employees and standardizes the interactions between employees and customers (Aslan, 2011). Ritzer (2007) argues that this practice provides inhospitable hospitality. In the modern world, service efficiency results in self-service through McDonaldization. In the service industry, particularly in all-inclusive systems, tourists get their own food and drinks from open buffets or do their check-in with the understanding of non-services. This alteration threatens the sincere relationship between tourist and employee (Aslan & Özeren, 2016). In this working environment, the probability of employees feeling loneliness may increase. According to the conceptual literature, a theoretical model has been diagrammed as in Figure I.

In Figure I, perceived organizational support is the endogenous variable, while emotional loneliness, social loneliness, and job satisfaction are exogenous variables.

Figure-1: The Research Model



Variables and Measures

To examine the hypothesized relationships, a survey technique was used to collect data. The questionnaire measures the variables developed and tested in previous studies.

Perceived organizational support (POS): To measure POS, a 10-item scale evaluating perceived organization support utilized by Stassen and Ursel (2009) and translated into Turkish by Turunç and Avcı (2015) was adopted for this study. The variables are '*The organization strongly considers my goals and values*' and '*If I decided to quit, the organization would try to persuade me to stay*'. A five-point Likert scale is used to measure POS with items scored 1 for 'strongly disagree' and 5 for 'strongly agree'.

Loneliness in the Workplace (LAWS): The LAWS scale was designed by Wright et al., (2006) and translated into Turkish by Doğan et al., (2009). It was adopted here for measuring workplace loneliness. The 16-item scale includes two major dimensions: emotional loneliness with 9 statements and social loneliness with 7 statements. The statements include '*I often feel alienated from co-workers*' and '*There is no one at work I can share personal thoughts with if I want to*'. Responses are measured on a five-point Likert scale ranging from 1 for 'strongly disagree' to 5 for 'strongly agree'.

Job Satisfaction (JS): To assess job satisfaction, a 5-item scale originally developed by Yoon and Thye (2002) and then utilized by Kuşluvan and Kuşluvan (2006) was applied in this study. The statement '*In general I am satisfied with my job*' was measured on a five-point Likert scale, ranging from 1 for 'never' to 5 for 'always'.

Sampling, Data Collection, and Data Analysis

Before the main survey, a pilot study was conducted with 68 tourism employees with the objective of confirming the reliability and validity of the scales. The reliability test indicated that all variables were acceptable with Cronbach's alpha above 0,75. The main data were then collected from 29 hotel employees between September and November in 2018 in Muğla, one of most visited sea-sand-sun destinations in Turkey.

Convenience and snowball sampling were adopted to collect the data. The respondents consisted of employees of four- and five-star all-inclusive hotels. A total of 519 questionnaires were collected but 96 of them were screened out because of incomplete or unusable data. Thus, 423 questionnaires were used for the analysis of the research model.

The reliability test of the scales reveals Cronbach's alpha above 0,82 and for the total scale the value is 0,73. Thus, the five scales are highly reliable and the internal consistency of the scales is confirmed (Field, 2009: 681). Confirmatory factor analysis (CFA) and structural equation modeling were employed to test the mediating role of loneliness in the workplace between perceived organizational support and job satisfaction via AMOS 20. Structural equation modeling has assumptions such as screening out missing values and outliers and multivariate normal distribution. As the first assumption, the missing values in the dataset were completed by taking the mean of the series. The normality assumption was then applied to decide whether to apply a parametric or nonparametric hypothesis test by checking kurtosis and skewness values. Each scale's values were assessed in the ±1 range and the data were assumed to be normally distributed (Tabachnick & Fidell, 2012). For multivariate data, the Mahalanobis distance was specified to find outliers and 17 outliers were determined in the dataset via SPSS 22. The outliers were excluded from the dataset and a pool of 406 usable responses was used for the following data analysis. As shown in Table 1, the sample of 406 responders included 65% male and 58,4% were single. The mean age was 32,04 years; 80,3% of them were below the age of 40 and the rest were above it. Additionally, 36,7% had a high school degree and 24,9% had a graduate degree.

Table-1: Respondents' Characteristics

Gender	n	%	Marital Status	n	%
Female	142	35,0	Married	169	41,6
Male	264	65,0	Single	237	58,4
Age (Mean:32,05)			Education		
20 and below	18	4,4	Primary school	68	16,7
21-30	194	47,8	High school	149	36,7
31-40	114	28,1	Undergraduate degree	73	18,0
41-50	67	16,5	Graduate degree	101	24,9
51 and above	11	2,7	Master/doctorate	6	1,5
Missing value	2	0,5	*Missing value*	9	2,2

RESULTS

CFA was performed on the dataset to confirm the validity of measurement model dimensions by reviewing the level of goodness-of-fit for the model. The fit indices of CFA were not acceptable at first, so six items of factor loadings below 0.50 were eliminated (AOD6, AOD7, AOD9, DuyY15, DuyY16 ve SosY23) and some literature-based modifications between the same dimensions were implemented (Hair et al., 2014: 678). The ultimate fit indices were scored as χ^2/sd=2.10, GFI=0.90, AGFI=0.87, NFI=0.91, CFI=0.95, and RMSEA=0.05, and the scores were assessed as acceptable (Schermelleh-Engel et al., 2003).

Table-2: Intercorrelations of Constructs

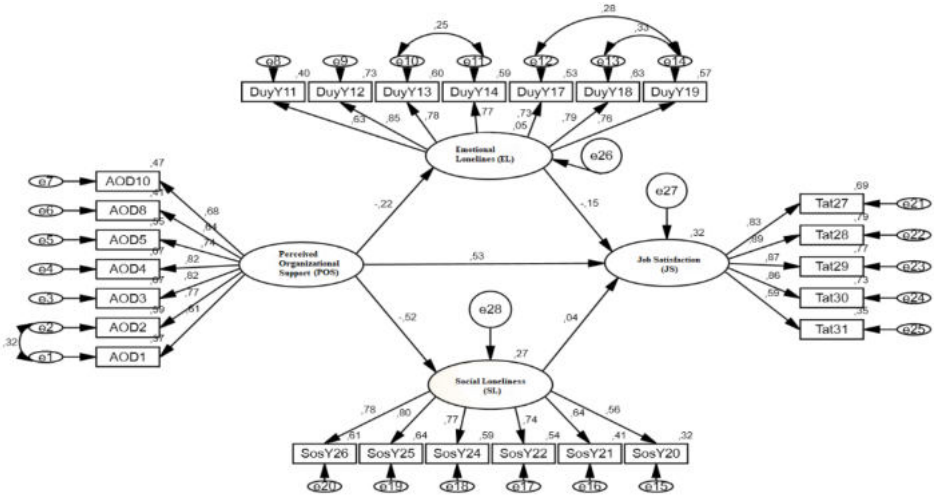
Constructs	POS	EL	SL	JS
Perceived organizational support (POS)	*1*	-0,183**	-0,473**	0,486**
Emotional loneliness (EL)		1	0,356**	-0,261**
Social loneliness (SL)			1	-0,267**
Job satisfaction (JS)				*1*

**Significant correlation (p<0.01, 2-tailed).

As presented in Appendix A, convergent validity was tested to ensure construct validity in the measurement model. Cronbach's alpha was above 0,85; AVE values of each construct were obtained at a cutoff of 0,50 and CR values scored for the internal consistency assumption surpassed 0,70, as Hair et al. (2014: 679) suggested. High correlations between variables (r≥0,90) indicate a multicollinearity problem. According to the Table 2, as the correlation coefficients were below 0,90, discriminant validity was verified. Alternatively, multicollinearity problems were assessed with VIF and tolerance values via SPSS 22. VIF values ranged from 1,146 to 1,425 (VIF<10) and tolerance from 0,702 to 0,873 (tolerance>0,2) as explained by Field (2009) and Hair et al. (2014). The obtained VIF and tolerance values indicated that there was not a multicollinearity problem.

The measurement model was examined with path analysis by utilizing a maximum likelihood estimation technique. The goodness-of-fit criterion was met and the following values were obtained: p=0.000, χ^2=601.748, df=266, χ^2/sd=2.26, GFI=0.89, AGFI=0.87, NFI=0.90, CFI=0.94, RMSEA=0.05, and R^2=0.32. These values indicated that the SEM was acceptable and the AMOS diagram of SEM is shown in Figure 2. As seen in Figure 2, the standardized coefficients of all paths except SL on JS were significant. The results indicated that for the hotel employees POS was negatively associated with EL (β=-0,22) and with SL (β=-0,52), and EL with JS (β=-0,15), but POS was positively associated with JS (β=0,53). Hence, H1a, H1b, H2, and H3a were supported but H3b was not supported statistically.

Figure-2: Structural Equation Model



The mediating role of EL and SL between POS and JS was examined by utilizing bootstrapping with bias-corrected (BC) methods as Preacher and Hayes (2008) and Ledermann and Macho (2009) suggested. To test the mediating effects of EL and SL, the path from POS to other mediators at each step was eliminated such that there was only one mediator, as Kongarchapatara and Shannon (2016) explained.

As seen Table 3, EL mediates the relationship between POS and JS. The direct effect between POS and JS was β=0,54. When EL was introduced as a mediator, the **direct effect dropped to β=0,51.**

Table-3: Indirect Effect of Emotional Loneliness (EL) and Social Loneliness (SL)

Hypothesis	Paths	Direct effect (β)	Indirect effect (β)	Mediating	Result
H4a	POS-EL-JS	0,54*	0,51*	Partial mediating	Supported
H4b	POS-SL-JS	0,54*	0,73	No mediating	Not supported
Confidence interval related to the mediators					
	POS-EL-JS	Lower limit	0,010		
		Upper limit	0,59		
		Indirect effect	0,51*		
	POS-SL-JS	Lower limit	-0,72		
		Upper limit	0,87		
		Indirect effect	0,73		

*p<0.001 .

Note: POS = Perceived organizational support, EL = Emotional loneliness, SL = Social loneliness, JS = Job satisfaction.

This drop in direct effect indicated a partial meditating effect between POS-EL-JS as the direct effect remained statistically significant. In this sense, H4a was supported. When SL was introduced as a mediator, the direct effect did not drop statistically and the value was scored as β=0,73. Hence, H4b was not supported.

DISCUSSION

In modern-day competitive organizations, many employees experience negative effects including stress, mobbing, difficulty, work overload, loneliness, tension, and heart attacks or other health problems as they are given excessive responsibilities. For this reason, this study analyzed the relationship between POS and JS with the mediators of EL and SL. The research results may be beneficial both for hotel employees and employers, especially in Muğla, where the study was conducted.

The findings indicated that POS negatively affected EL and SL. Accordingly, as the POS levels of the hotel employees increase, the level of loneliness in the workplace (LAW) decreases. This result is consistent with the findings of Erdil and Gülen Tosun (2012), Stoica et al. (2014), and Wright (2005). On the other hand, Çetin and Alacalar (2016) determined that POS did not have any effect on LAW. These researchers explained that this was because the academicians they worked with naturally would like to study alone while doing research.

The relationship between POS and JS was found to be positive and significant. When the POS levels of hotel employees increase, they feel more satisfied. Akkoç et al. (2012), Branik et al. (2010), Cheng and O-Yang (2018), Khan and Chandrakar (2017), Rhoades and Eisenberger, (2002), and Sears et al. (2016) found similar relationships in their studies.

Employees who experience loneliness in the workplace have a higher tendency to experience job dissatisfaction (Lam & Lau, 2012). To confirm this literature-based statement, the relationships between EL and SL and JS were tested. It was found that there was a negatively significant relationship between EL and JS, as in the research of Çetin and Alacalar (2016), Erdirençelebi and Ertürk (2018), Melamed et al. (2001), Mellor et al. (2008), and Wright (2005). However, the relationship between SL and JS was not significant. This result may be explained by the fact that the tourism industry is an entertainment-based industry where face-to-face communication is important. Hence, employees may mostly communicate with tourists and may not feel social loneliness.

The partial mediating role of EL between the relationship of POS and JS was found statistically significant, but SL did not mediate the same relationship significantly. Studies that addressed the mediating role of loneliness in the workplace between POS and JS were not encountered in the literature. Thus, this result cannot be compared with other research.

Like all research, this study has some limitations. First, loneliness is a negative feeling and some people are afraid of expressing it clearly. Second, the data of this research were collected by adopting convenience and snowball sampling in Muğla. Third, the data were collected in a 3-month tourism season and the months of September-November were preferred as hotel employees were required to work at least one high season with their colleagues in order to evaluate their own loneliness in the workplace. Therefore, the data may not constitute a good representation of all hotel employees.

Some suggestions were developed for future research and for organizations. The aim of this work was to test the relationship between POS and JS with the mediating effect of EL and SL. In future research, the model could be applied with demographic features. The present research data were collected from four- and five-star all-inclusive resort hotel employees. In future research, data could be collected from city hotels and tested via qualitative research methods. This method may be useful for both comparisons with the former results and for giving more detailed results.

As a suggestion to organizations, loneliness in the workplace is a negative feeling and it may bring about numerous organizational problems. Hotels should improve the friendships between their employees by organizing sports activities, picnics, and similar events not only at the end of season but also during the season.

It was determined in this research that hotel employees felt emotional loneliness rather than social loneliness. In order to eliminate loneliness in the workplace, increase the comfort of the employees in the organization, and maintain their loyalty to the organization, it may be recommended to organize leisure activities for employees to increase cooperation and also to offer access to hotel facilities such as swimming pools, beaches, and Turkish baths, which will make them feel valued.

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Appendix A: CFA Results for POS, EL, SL and JS Constructs

Constructs and Items		Factor Loading	CA*	CR**	AVE***
Perceived Organizational Support			*0,88*	*0,88*	*0,53*
AOD1	The organization values my contribution to its well-being.	0,60			
AOD2	The organization really cares about my well-being.	0,77			
AOD3	The organization strongly considers my goals and values.	0,81			
AOD4	The organization feels there is little to be gained by employing me for the rest of my career.	0,82			
AOD5	The organization is willing to extend itself in order to help me perform my job to the best of my ability.	0,73			
AOD8	The organization takes pride in my accomplishments at work.	0,63			
AOD10	The organization tries to make my job as interesting as possible.	0,68			
Emotional Loneliness			*0,90*	*0,90*	*0,58*
DuyY11	I often feel abandoned by my co-workers when I am under pressure at work.	0,62			
DuyY12	I often feel alienated from my co-workers.	0,85			
DuyY13	I feel myself withdrawing from the people I work with.	0,77			
DuyY14	I often feel emotionally distant from the people I work with.	0,76			
DuyY17	I often feel isolated when I am with my co-workers.	0,73			
DuyY18	I often feel disconnected from others at work.	0,80			
DuyY19	I experience a general sense of emptiness when I am at work.	0,75			
Social Loneliness			*0,85*	*0,86*	*0,51*
SosY20	I have social companionship/fellowship at work.	0,56			
SosY21	I feel included in the social aspects of work.	0,63			
SosY22	There is someone at work I ca talk to about my day to day work problem if I need to.	0,73			
SosY24	I have someone at work I can spend time with on my breaks if I want to.	0,76			
SosY25	I feel part of a group of friends at work.	0,80			
SosY26	There are people at work who take the trouble to listen to me.	0,78			
Job Satisfaction			*0,89*	*0,90*	*0,66*
Tat27	I find enjoyment in my job.	0,83			
Tat28	I often think my job is very good.	0,88			
Tat29	I like my current job.	0,87			
Tat30	I am contented with my job itself.	0,85			
Tat31	I am losing interest in my job.	0,59			

Note 1: CA: Cronbach's Alpha, CR: Composite reliability, AVE: Average variance extracted
Note 2: Items are presented in English in parallel with the congress's publication language. Please contact with the corresponding author for all items in Turkish.

THE RELATIONSHIP BETWEEN SERVICE QUALITY AND CUSTOMER SATISFACTION: SPORT AND HEALTH CENTERS IN NORTH CYPRUS

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Abstract

This study was carried out due to the increasing competition in sports and health centers and its popularity today. The service quality of the gyms and its effects on customer satisfaction were investigated. It is answering the questions about if customer satisfied. In this study, it emphasized the importance of improving the quality of service and how it affects the customer. It is mentioned that the variety of activities of the gyms attract the customer. this study revealed a positive relationship between variables. The survey conducted with information from the Ministry of Youth and Sports. Test was done with SPPS program and the pilot study checked and the work started without a fault. In this study, to question whether the gyms in Northern Cyprus increase the quality of service and effects on the customer satisfaction. This kind of customer-oriented enterprises should ensure that the quality should be kept high. The absence of such a study in the Northern Cyprus contribute greatly to both the academy and the sector.

Keywords: Service Quality, Customer Satisfaction, Sport Center, Health Center, Nothern Cyprus

INTRODUCTION

Health and Fitness Clubs are most popular nowadays everywhere of the world. For the protection of health and protection of body form, it is very important to do sports. Although the name of doing sports from time to time was sometimes referred to as entertainment and sometimes for defense purposes, sports are one of the most influential actions on the body's metabolism (Alexandris & Palialia, 1999). Especially for a healthy life, the body's tissue, bone, lungs and heart and vascular disorders in many issues has great benefit. Lately, sport is only for the physical strength of people not an ongoing activity its also for the psychological strengthening of people activity. Sport, the ability to maintain order and responsibility is an important institution that helps to socialize (Theodorakis, Howat, Ko, & Avourdiadou, 2014). World Health Organization (2003), stated that sports should be done in order to be a mentally and physically healthy individual and the report said that doing physical activity can be an example to the society as the individual develops himself, that is, it will affect the population. Some researchers have found that sport is an important factor in the

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psychosocial development of individuals. The easiest way to make people socially and psychologically active it should be remembered that the sport passes. Sports and health facilities are customer-oriented institutions (McDonald & Howland, 1998; Howat et al., 1996). The service sector is difficult to measure as it is a simultaneous, intangible and perishable sector. The interaction between the customer's expectation and the service provided determines the quality of service(Parasuraman et al., 1985). Therefore, customer satisfaction is always at the forefront. If the customer is satisfied with the service they receive, there is a possibility of continuity and if they are not satisfied, they most probably will not continue. Service quality is very important for the sustainability of the service (Kim, 2011). The increase in curiosity in sports has led to an increase in the number of such enterprises. this has increased the competition and necessitated higher levels of service quality. Research shows that the quality of service is a topic of great interest in sports market literature (Alexandris, et, al., 2004; Chelladurai & Chang, 2000). The quality of service researched since the 1980s has become an important issue in sports and healthcare enterprises (Tsitskari, Tsiotras & Tsiotras, 2006). The variety of services in the gyms enables the customer to find the desired training and plays an important role in the satisfaction of the customer (Taylor & Baker, 1994).

The aim of this study is to investigate the effects of on service quality and customer satisfaction in health and sport centers. The objectives of this study first, analiysing the expected service quality. Expectations can be change from person the person so, its important to know the expectations of the customers at that centers. Second analyzing the percieved service quality. Its important to check the customer's sensation about the given service on the centers. The common services can be compared from different sport centers. The last objective of this study try to understand the relationship between service quality and customer satisfaction. High equality of the expected and percieved service quality can increase the customer satisfaction.

LITERATURE

Therotical Background and Hypothesis

In other to comprehend what service quality and customer satisfaction entails it is important to get an insight on what fitness service is all about as stated by Yildiz (2009), who defined fitness service as "the overall intangible activities based on physical activities that create value for individuals by offering them physical, psychological, social and economic benefits. Scholars have criticized the model by Brady & Cronin (2001) noting that the model is suitable to fitness industries due to the fact that the model focuses on customer perceptions as well as the interpersonal communication between customers and staffs so as to achieve better service which is been rendered to customers from fitness instructors and receptionists at fitness centers. Today, fitness centers are gaining ground at various hotels and resort to give satisfaction to customers who use this facilities during their stay at hotels and resorts during their travel (Lam, Zhang &Jensen, 2005). The adoption of wellness program can cut out employees being absent from work due to illness and reduces health risk and that is why more corporations have increased their investment on fitness centers. In recent times

it has become popular that medical practitioners with the support of medical hospitals give right to hospital owned fitness centers to help support business corporations with wellness programs for their employees (McDonald & Howland, 1998). The substantial parts of a specialist organization (for example the serviscape) are significant for the individuals from wellbeing and wellness focuses as they regularly invest moderately protracted times of energy in them. Much increasingly significant is the job of social nature of a wellness supplier, as clients profoundly depend on staff ability and conduct for their mental and physiological prosperity (Theodorakis et al., 2014; Alexandris, Zahariadis, Tsorbatzoudis & Grouios, 2004). Considering the previous studies, the relationship between of two structures has been researched in few studies on sports and health centers. In the studies conducted, the relationship customer satisfaction and service quality has been approached from different perspectives. Some researchers have sought to determine whether there are significant differences between the quality of service, satisfaction and future intentions of customers in terms of researching and solving problems related to the sports and health center. Lower scores were given by customers who were satisfied with their solution to their problems. The lowest score for both structures was given by customers who did not affect their problems at all. Moreover, they found a significant relationship between dimensions of service quality and customer satisfaction. In addition, they has been observed that the perceptions of service quality vary significantly in customer satisfactory responses (Taylor & Baker, 1994; Lentell, 2000; Theodorakis et al., 2001; Kouthouris & Alexandris, 2005; Álvarez-García et al., 2019).

For this, an issue that has pulled in noteworthy consideration is the conceptualization of administration quality against consumer loyalty. Administration fulfillment is relevant more to the mental results getting from a particular administration experience, while saw administration quality speaks to a progressively shaped positive or negative frame of mind towards different administration related properties (Crompton & McKay, 1989). This contention recommends that while it is feasible for an association to control quality, consumer loyalty isn't altogether heavily influenced by its (Alexandris & Palialia, 1999). In all actuality the degree of consumer loyalty is relied upon administration quality and different factors that may influence a client/client, for example, the atmosphere, his/her state of mind, the nature of the social gatherings partaking, and others (Crompton & McKay, 1989). Sport and fitness focuses are client orientated associations. Gerson (1999), contended that a client of a game focus is fulfilled at whatever point his/her needs, genuine or saw, are met or surpassed. While it is generally acknowledged by the two specialists and scholastics that fantastic clients' needs and needs is one of the pivotal issues for the achievement of game associations, there have been constrained endeavors to examine observationally the idea of consumer loyalty inside game associations (Chelladurai & Kerwin, 2018). Administration quality may recognize the significant elements affecting responsibility (Howat et al., 2008; Ko & Pastore, 2005) and therefore dedication, as mental duty has been recommended as one of the develops speaking to the attitudinal segment of unwaveringness (Alexandris et al., 2004; Pritchard et al., 1992). Following the part of Cronin and

Taylor (1992), fulfillment may have a more grounded and increasingly predictable impact on parts of attitudinal dedication, for example, mental responsibility.

Hypothesis and Research Model

From the perspective above, the following study hypotheses are recommended (Figure 1):

H1: Ages of sports and health center users have a positive effect on the customer satisfaction.

H2: Gender of sports and health center users have a positive effect on the customer satisfaction.

H3: Customer perception of sports and health center users have a positive effect on the customer satisfaction.

H4: Customer expectation of sports and health center users have a positive effect on the customer satisfaction.

Figure 1: Research Model

METHOD

To test the relationship service quality (customer perception and expectation), customer satisfaction to make survey on the Health and Sport centers in North Cyprus. The information of the sport centers received from the ministry of Youth and Sports. We prepered Turkish and English questionnaires. We did pilot study before starting to distribute the surveys. While applying the survey, simple random sampling method, one of the probable sampling methods was used. The pilot test held in 3 main centers: Famagusta, Kyrenia and Nicosia. The sample size was determined as 215 considering the 95% confidence interval, 5% confidence level and the participants in the Health and Sports Centers in Northern Cyprus between February and April in 2019, in order to calculate the sample size. were evaluated and analyzed. The survey consists of 2 parts. In the first part, there are demographic questions for the people participating in the research. The second part consists of 3 groups, and the questions were re-synthesized from previous studies in order to be suitable for the purpose and subject of the research. To measure service quality in this research, there is 5 points likert scales from 1 strongly disagree to 5 strongly agree. There is 22 questions about service quality which are divided to 2 as an expectation and

perceptions. Customer satisfaction have 4 different multiple choice questions. For statistical analyses, such as descriptive analyses, factor analysis and regression analysis using SPSS statistical program.

RESULTS

As can be seen in Table 1, the majority of the participants in the research are men (61.9%). In addition, the majority of the participants in the study were 30 and over (51.1%). Finally, due to the large population, there has been more research in the region of nicosia (38.6%).

Table 1: Demographic Information

		N	%
Age			
	18-22	40	18.7
	23-30	65	30.2
	30+	110	51.1
Gender			
	Male	133	61.9
	Female	82	38.1
Education			
	Secondary Education	62	28.8
	University	123	57.2
	Master/Phd	30	14.0
Location			
	Famagusta	60	27.9
	Kyrenia	72	33.5
	Nicosia	83	38.6
Total		**215**	**100**

In this study, it was tested suitability for factor analysis to organize the questions that are consistent in the data set and to make the study manageable. It was performed with Kaiser Meyer Olkin (KMO) and Barlett test in order to determine the suitability of the data set for factor analysis in tablo 2. 30 items with an eigenvalue greater than 1 were obtained from 44 questions of service service, expectation and perception, which are two dimensions. Propositions with factor loadings over 0.500 are taken into account. The total variance of 15 scales from 22 scales of customers' expectations was 73.921%, eigenvalue was 7.182 and cronbach alpha value was $\alpha = 0.852$. Moreover, The total variance of 15 scales from 22 scales of customers' perceptions was 63.951%, eigenvalue was 5.195 and cronbach alpha value was $\alpha = 0.882$. Lastly, The total variance of 4 scales from 4 scales of customers satisfaction was 25.145%, eigenvalue was 2.658 and cronbach alpha value was $\alpha = 0.795$.

Tablo 2: Factor Analysis

Measure	Items	Factor Loading	Eigen Value	Variance %	Cronbach Alpha
Customer Satisfaction	4	0.55 to 0.76	2.658	25.145	0.795
Customer Perception	15	0.50 to 0.79	5.195	63.951	0.882
Customer Expectation	15	0.53 to 0.80	7.182	73.921	0.852

Multiple regression analysis was performed to support the accuracy of the hypotheses and the results are given in the Table 3. Our dependent variable is determined as customer satisfaction, and our independent variables are gender, age, customer perception and customer expectation. While the customers' perceptions of satisfaction were significantly different between age and service quality (perception and expectation) variables, no significant difference was observed between gender. According to the regression analysis result, H1, H3, H4 hypotheses are accepted. however, H2 hypotheses are not accepted.

Table 3: Multiple Regression Analysis

Variables	B	S.E	T-value	β	P-value	F	R^2
Dependent Variables: **Customer Satisfaction**							
Constant	1.014	0.196	5.173*	-	0.000		
Age	0.104	0.030	2.100**	0.163	0.048		
Gender	0.086	0.072	1.912	0.099	0.256	7.989	0.308
Customer Perception	0.275	0.500	2.234*	0.360	0.000		
Customer Expectation	0.345	0.650	2.265*	0.420	0.000		

Note: *p<0.001; **0.05

DISCUSSION

This research is a new subject as it aims to fill a gap in research conducted in sports organizations. From this point of view, the relationship between customer satisfaction and service quality has been comprehensively examined and the relations between them have been supported (Murray & Howat, 2002; Shonk & Chelladurai, 2008; Shonk & Chelladurai, 2009). Besides, it has not been established that this relationship is still a consensus on causality. Therefore, it is necessary to continue researching this topic (Iacobucci et al., 1995). The focus of this work is to ensure and increase customer loyalty. Only way to do it make satisfy to the customer. It can be seen that low-paid enterprises cannot provide high quality service, which has caused the customer to lose, no matter how cheap the price. As it is seen in the researches, customer satisfaction passes through the quality of service. Sports and health centers must satisfy the customer and ensure loyalty in order to continue their activities.

Another issue is service failure. If the sports center owners are successful in finding the cause of the service failure and repairing it, they can make the service higher quality. For example, Murray et al. (1999) and Zeithaml et al. (1996)

observed that service failure affected the customer. To maximize customer satisfaction, it is necessary to minimize service problems (Anderson & Sullivan, 1990). Since customer satisfaction will return to the company as a positive contribution (Cannie & Caplin, 1991; Horovitz, 1990), the expectations of the customer should be listened and their suggestions should be taken into consideration. Providing customer satisfaction by solving service failure shows that it gives importance to the customer, can strengthen ties between the customer and the sports center and can make them loyal customers Parasuraman, Berry, & Zeithaml, 1991).

CONCLUSION

There are a total of 215 customers participating in the research. Of these, 133 are male and 82 are female. As a result of the analysis and findings obtained, it is between the satisfaction of customers and the demographic variables (age) and service quality dimensions (customer perception and customer expectation) ($p < 0.05$). Hence, H1, H3, H4 hypotheses are supported. However, there was no significant relationship between gender and customers satisfaction ($p > 0.05$). In this context, H2 hypotheses are not accepted. Research has proven that high-quality businesses have become more attractive to customers. This study examined that the relationship between service quality and customer satisfaction in fitness centers in North Cyprus. There are similar searches about it but for other countries such as South Cyprus. However, there is no study about it in North Cyprus. This work is of great importance for the customer acquisition of sports and health centers in Northern Cyprus. It is important to remember that sports and health centers should improve the quality of their services and measure their satisfaction in order to satisfy their users like all other organizations. The ability of these organizations to adjust their services according to the current demand and to predict and adapt the changes from the perceptions of the customer will ensure customer satisfaction. In future studies, it will be appropriate to use research models and analyzes that will provide conclusions about the direction of the relations as well as the existence of relations between different variables. Moreover, these findings suggest that managers of sports and health centers need to change their existing survey tools and model to get more detailed information about what affects their customers' perceptions and expectations. From this point of view, this study will provide a basis for many future studies.

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EVALUATION OF GASTRONOMIC IDENTITY OF ADANA IN TERMS OF DESTINATION BRANDING[1]

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Abstract

The aim of this study is to understand the local gastronomic elements of destinations in the branding process of destinations. To achieve this goal, Adana province, which has a large kitchen culture in Turkey is chosen. Although there are studies related to destination branding process of Adana province in the literature review, no study has been found to determine the place of gastronomic elements in the branding process. This study is important for eliminating this gap. In order to achieve the objectives of the study, it was deemed appropriate to use the questionnaire method. The questionnaire was applied to the visitors who participated in the "Adana Flavor Festival" and experienced, the one of the local gastronomic element called, "Adana Kebabı". 298 observations were obtained in the study. The observations obtained were subjected to frequency, percentage, arithmetic mean, standard deviation, reliability and correlation analysis. In the analyzes; It was found that the perception of destination branding of Adana province is high, the image perception of Adana kebab is very high and image of Adana kebab has a moderate positive relationship with the branding process of Adana province.

Key Words: Destination, Branding, Local Gastronomy

INTRODUCTION

Destinations are complex products that consists of the whole of direct or indirect tourism services provided by many institutions and organizations that attract and host tourists with its various tourism resources. Due to these features, destinations are the main products of tourism, but they are also the most difficult tourist products to manage and market (Özdemir, 2014: 3). Achieving success in the marketing of destinations takes place with the representation of the most correct combinations. One of these combinations is branding (Goeldner et al.,2000 Cited from Özdemir, 2014: 109-110).

There are many definitons for brand; a name, sign and symbol that distinguishes it from competitors in some ways by it's consumers and reveals the distinctive features of the product (Babat, 2012: 1), definitions consumers make regarding

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what they hear, see, read, watch or experience firsthand about products or services (Bozkurt, 2014: 47), 'A label covering many things related to an object in order to provide information and associate with it's (Tosun, 2014), logo or any symbol that identifies the manufacturer and the seller, promises to provide the consumer with various product-related features, benefits and services, also protects them from competitors that look like the same product, and differentiates them (Kotler, 2000: 188; Aaker, 1991). When the definitions of the brand are examined, it is seen that there is essentially a tool (label, logo, symbol, etc.) that performs the functions of 'differentiation', 'identification' and 'positioning'.

Based on the definition of branding, destination branding can be defined as conveying its unique identity to visitors by differentiating it from other destinations in the market. (Qu, Kim & Im, 2011: 43). In addition, the destination brand; is the ability to convey the promise of a unique and unforgettable holiday experience related to the destination (Kerr, acted from 2006. Çetinsöz & Son, 2017: 1003). It can be said that destinations aim to be a brand in order to make tourists realize this differentiation (Unur & Çetin, 2017: 64). It is often possible to find information in the literature that destination branding is more difficult than branding of other products due to differences between destinations and other products (Baker & Cameron, 2008; Pike, 2005; Fan, 2005; Morgan, Pritchard & Pride, 2004). All destinations are unique and every destination has an attraction that differs from other destinations. One of these attractions is the local gastronomic elements.

In the fact that local gastronomic elements are the attraction of a destination, production and consumption forms (raw material usage, agricultural methods, processed foods, restaurant dishes, local cooking methods, emotional characteristics, cultural heritage). These features create an attraction to the destination when original, instructive and creative tourism experiences are added with elements such as rural life, natural beauties, outdoor recreation. By attracting more visitors and investors to the destination with these attractions, they will help the development of a destination as a brand (Yıldız, 2015: 25-26). Foods and beverages are elements that can be considered in the culture category of a destination. Like every element in a person's daily life cycles, eating and drinking behavior is a part of their culture (Delamont, 1994: 37 act. Fox, 2007). The role of gastronomic elements in the choice of destination may be a determining factor for the tourist coming to that destination, rather than whether it is the main attraction of the destination. The reason for this is that eating and drinking behavior, which is a behavior that people do regularly, continues during the travel (Somos & Li, 2016: 18). In addition, the consumption of gastronomic products increases the satisfaction of tourists other than their travel purposes and serves as a social purpose (Henderson, 2009: 317). In recent years, increased competition among destinations has led to the development of different attractions to attract the attention of potential tourists. Gastronomic elements are also frequently used in recent years as an attraction for a destination (Lin, Pearson & Cai, 2011: 30). Gastronomy tourism is based on the branding of destinations for market leverage and promotion. Thus, rural areas, where gastronomy tourism can be experienced in the best way, are important

sources of differentiation for destinations. However, one of the important parts of a destination's culture is the kitchen (Hall & Sharples, 2003: 10). In order to use the gastronomic resources available to a destination, first it will have to work on the factors that affect the quality of life of the local people, such as infrastructure, traffic flow, safety etc. (Williams, Williams & Omar, 2013: 9).

The aim of this study is to determine the effect of unique local gastronomic elements in the branding processes of the destinations, each of which is located in the destinations. Destinations are considered to have a share in the local food and beverage in destinations branding processes. Therefore, in this study; Adana Kebab, which is one of the local gastronomic resources of Adana province, aims to determine the place of Adana province in the branding process.

METHOD

Hypothesises

The hypotheses to be tested in this research can be listed as follows;

- H1: Participants' has a positive perception about destination branding of Adana region
- H2: Participants' developed a positive image for the local gastronomic element, Adana kebab,
- H3: There is a significant relationship between the image perceived by the Adana kebab and the branding perceptions of Adana destination.

Population and Samples

The population of the research is composed of local visitors participating in Adana flavor festival took place at the 12th, 13rd, 14th of October 2018, and the samples are gathered from the participants who experienced Adana kebab. The reasons for this can be listed as follow;

- Being a gastronomic festival
- Mostly includes local gastronomic identity values
- Assuming that the number of samples is easier to reach
- Having assumptions that both the expressions regarding destination branding and the expressions about the local gastronomic element will be more reliable.

To ensure the reliability of the answers to be given in this study and to ensure the questionnaires are filled completely without errors 'Convenience sampling' has been selected as the sampling method. In this sampling technique, researcher tries to collect data from the easiest and most accessible subjects until he/she reaches the number of samples he/she needs for his/her study (Gürbüz & Şahin, 2016: 134). The number of local visitors participated in the festival is unknown. In cases where the number of population is unknown, the formula of $n = t^2 p q / d^2$ is used when determining the sample volume (Yazıcıoğlu & Erdoğan, 2014: 86). In this study, confidence interval was accepted as 95% ($\alpha = 0.05$) and it was accepted to contain $d = 0.05$ as a sample error. Assuming that the main mass is completely heterogeneous, the probability of occurrence (p) is considered as 0.5. The probability of the opposite event not happening is calculated as $q = 1- p$. In this sense, p and q values are accepted as 0.5. Finally,

the theoretical value (t) 0.5 confidence interval and degree of freedom are taken from the t table as 1.96 at the level of N = ∞ (Yazıcıoğlu & Erdoğan, 2014: 438). As a result of the mathematical operations, the number of samples to be reached was determined to be N = 384.16 => 384. In addition, the fact that the festival has lasted 3 days and some visitors did not want to participate in the survey made it difficult to reach the sample size. For this reason, 362 samples were reached during the festival.

Obtaining Data

Survey method used as data obtaining tool. The survey form of the research Kılıçhan & Köşker (2015) applied in the study of Van breakfast, which is specific to province of Van; A questionnaire form prepared by Qu, Kim & Im (2011) and Yergaliyeva (2011).

Survey forms were handed out to visitors attending the festival. The applied survey consists of 3 parts. In the first part, 11 questions are included to determine the demographic characteristics of the participants. In the second part of the survey, there are statements about Adana province consist of 25 questions in order to evaluate the destination branding process of Adana province through the eyes of the visitors. In the third and last part of the questionnaire, there are 15 expressions about "Adana Kebab", a local gastronomic product specific to the region. The second and third part of the questionnaire form consist of a 5-point Likert scale and there is no open-ended questions. In the first part of the survey form, many of the demographic information (occupation, age, income, place of residence, number of arrivals in Adana province and other options) were asked open-ended. In order not to affect validity and reliability, participants were asked where they originally lived before the survey was given. Questinonnaires of the participants who live in the research region and the participants who selected more than one option in the second or third part of the questionnaire and the pariticipants who skipped a question are all considered as invalid. In this context total of 362 questionnaires distributed and 298 were found to be suitable for analysis. The questionnaire forms were distributed by hand, and were waited until they filled both in order to prevent the papers from disappearing and against a question mark in the minds of the participants when answering.

Reliability of Measurement and Distribution of Data

Before the data was resolved, it was checked whether the data collected by the questionnaire was within the specified limits and whether it contained any errors. Firstly, the reliability measurement of the research was made and it was determined that the Cronbach's Alpha value of the destination branding scale was 0.926 and the Cronbach's Alpha value of the local gastronomic element scale was 0.942. According to value range given below, both measurements are highly reliable (Özdamar, 1999: 522):

- The scale is unreliable when 00≤ (α) ≤0.40.
- When 0.41≤ (α) ≤0.60, the scale is of low reliability.
- When 0.61≤ (α) ≤0.80, the scale is moderately reliable.
- When 0.81≤ (α) ≤1.00, the scale is highly reliable

Table 1: Scales and Reliability Coefficients Used in the Research

Scales	Number of Statements	Cronbach Alpha(α)
City Brand	25	0,926
Local Gastronomic Element	15	0,942

Normality test was performed before deciding on the which analyzes to be applied. Data on normality test are given in

Table 2: Normality Distribution

Descriptive Statistical Datas			
Statements		**Statistic**	**Standart deviation**
City Brand	Skewness (Çarpıklık)	-,598	,141
	Kurtosis (Basıklık)	1,327	,281
Local Gastronomical Element	Skewness (Çarpıklık)	-2,064	,141
	Kurtosis (Basıklık)	6,610	,281

In the generally accepted opinions about the normal distribution of data, skewness and kurtosis values are examined. In some sources these values are distributed between +1.0 and -1.0 (Hair et al. 2014: 34), between +1.5 and -1.5 (Tabachnick & Fidel, 2013: 79) or between+2.0 and -2.0 (George & Mallery, 2010: 21-22). In addition, it is stated that the data is normally distributed when the skewness value is less than 3 and the kurtosis value is less than 8 (Kline, 1998: 63). Looking at the values in the table, it is seen that they are in the range that Kline (1998) suggests. In this sense, it can be said that the data is normally distributed.

Limitations and Assumptions

As with most researches in the social sciences, there are some limitations in this research. Due to the constraints in terms of time and cost, the study was held in "2nd Adana Flavor Festival" which has been organized in Adana every year. The study is limited to the opinions of the visitors participating in the research. The biggest limitation of the research is undoubtedly the time constraint. As the sample frame selection has been the "2nd Adana Flavor Festival" held in Adana between 12/10/2018 and 14/10/2018 caused the perform of the surveys in three days.

The assumptions of this research can be stated as follows;

1. The sample used represents the research population
2. The answers given by the respondents to the questionnaire were correct and true.
3. They know the gastronomic element used in the research and respond accordingly.
4. Participants who answered the questionnaire correctly understood the questionnaire
5. Local gastronomy and local cuisine-related statements in the survey were answered by the participants without being affected by the festival environment.

Practice

Appropriate statistical programs were used in the analysis of the data. Since the scores on the scale are between 1.00 and 5.00, it is assumed that branding and local gastronomic image perception levels are high as the scores approach 5.00 and low when they approach 1.00

Table 3: Range Values of Arithmetic Averages

Value	Options	Range Values of Arithmetic Averages	Outcome
5	Strongly Agree	4,21-5,00	Very High Level
4	Agree	3,41-4,20	High Level
3	Hesitant	2,61-3,40	Middle Level
2	Disagree	1,81-2,60	Low Level
1	Strongly Disagree	1,00-1,80	Very Low Level

FİNDİNGS

In this part of the study, the frequency analysis findings made to profile the participants and determine the brand perceptions and local gastronomic image of Adana province are included.

Table 4: Demographic Findings

Gender	Frequency (N)	Percent (%)
Man	190	63,8
Woman	108	36,2
Total	**298**	**100**
Marital status		
Married	160	53,7
Single	138	46,3
Total	**298**	**100**
Age		
0-18	17	5,7
19-29	105	35,2
30-40	70	23,5
41-50	67	22,5
50 and higher	39	13,1
Total	**298**	**100**
Profession		
Student	74	24,8
Worker	54	18,1
Engineer	10	3,4
Public Employee	106	35,6
Artisan	33	11,1
Unemployed	13	4,4
Retired	8	2,7
Total	**298**	**100**

Table 4 Continous

Province of Residence		
Mersin	51	17,1
Niğde	24	8,1
İstanbul	22	7,4
Ankara	**18**	**6**
Konya	11	3,7
Other	167	56,0
Abroad	5	1,7
Total	**298**	**100**
İncome (Monthly)		
0-1000 TL	75	25,2
1001-2500 TL	55	18,5
2501-5000 TL	130	43,6
5001-7000 TL	19	6,4
7000 TL and higher	19	6,4
Total	**298**	**100**
Number of Visits to Adana		
First	49	16,4
Second	41	13,8
Third	44	14,8
Fourth	25	8,4
Fifth and higher	139	46,6
Total	**298**	**100**
Education Level		
Primary education	13	4,4
Secondary education	71	23,8
University (Undergraduate)	198	66,4
Postgraduate	16	5,4
Total	**298**	**100**
Other	92	30,9
Total	**298**	**100**
Source Of İnformation		
Previous Visit	53	17,8
Tour operator / Travel agency	10	3,4
Trade shows	22	7,4
Advertisements	2	0,7
Friends, families	125	41,9
TV/Radio	3	1
Web sites of hotel or destinations	5	1,7
News Paper/Journal/ Brochure	4	1,3
Locals	14	4,7
Other	92	30,9
Total	**298**	**100**

Table 4 shows the demographic characteristics of the participants and their aim of coming to Adana, how often they came and the source of information that made them to travel to Adana. Most of the participants are, male (63.8%) and married (53.7%). Participants are mostly between the ages of 19-29 (%35,2). In addition there is not much difference between the 30-40 age range (23.5%) and the 41-50 age range (22.5%). It can be said that participants are mostly young and middle aged group. Generally it can be seen that most of the participants are

working in the public sector (35.6%). This is followed by students (24.8%). The vast majority of the visitors who answered the questionnaire are public employees and students. It was determined that the participants came from 46 different provinces in total. The first five provinces with the most frequencies are listed in the table. It was determined that the participants came mostly from Mersin (17.1%), Niğde (8.1%), Istanbul (7.4%), Ankara (6%) and Konya (3.7%). In the light of these results, visitors who traveled to Adana during the festival, mostly came from neighboring provinces, but also from distant cities such as Istanbul and Ankara. When the monthly income of the participants is analyzed, it is seen that it is generally between 2500-5000 TL (middle income) (43.6%). In addition, another majority of the participants were found to have low or no income (25.2%). In general, the participants visited Adana frequently (46.6%) (more than 5 times). When we look at the number of those who visited Adana for the first time, those who visited twice and those who visited three times, it is seen that there is not much difference between them. Participants are generally higher educated (undergraduate) (66.4%). It is seen that the mostly "other" option was selected for the purposes of the participants to visit Adana province (30.9%). The "other" option asked open-ended in the questionnaire form. It was determined that there were more people who responded as family and relative visits for arrival purposes. Apart from this, among the answers, the purpose of arrival, such as education and participating in the festival, was specified. It is also seen that the participants came to Adana for holiday (25.8%) and business purposes (22.5%). The participants, who marked the friends and relatives option as the source of information, are in the majority (41.9%). Considering the responses given by the participants for the purpose of visiting Adana, it can be thought that the reasons to visit are spending time with family or relatives and participate in some activities. Social media is highly regarded as a source of information for the participants who marked the other option. In addition, it is stated that those who come for education, work and just attend to the festival marked this option. In addition, it is observed that among the participants, there are some visitors who came to Adana being influenced by their previous visits (17.8%).

Table 5: Ranking of factors affecting the choice of resort

Factors Affecting The Choice Of Resort	Frequency (N)	Percent (%)
Local Cuisine	156	17,4
Cheapness	151	16,9
City İmage	132	14,8
Climate	116	13
Landscape and Natural Environment	112	12,5
Entertainment and Sports	76	8,5
Historical And Cultural Attraction	57	6,4
Safety	46	5,1
Health Facility	26	2,9
Other	22	2,5
Total	**894**	**100**

In Table 5, a ranking of the factors affecting the choice of holiday destination has been made. The data were entered into the statistics program as 3 different variables and the participants were asked to list the first 3 answers they gave. As

a result of multiple response analysis, although the total number is 894, the main sample number is 298. It is seen that the first three factors affecting the participants' choice of holiday location are "local cuisine" (17.4%), "cheap" (16.9%) and "city image" (14.8%). The other option is the least marked option. This other option was left open-ended and participants were asked to write down what they thought in the field left blank. It has been found that the answers written on the other option are generally focused on "attending festivals".

In the questionnaire applied, the descriptive statistical information of the participants' responses to the statements regarding the destination branding process of Adana province are given in table 6.

Table 6: Descriptive Statistics of the Expressions Related to the Destination Branding Process of Adana Province

Regarding Statements of Adana Province in the Destination Branding Process	**N**	**Min**	**Max**	$\bar{x}$	**S.d**
Has easy Access to transportation	298	1	5	3,81	1,21
Has a relaxing atmosphere	298	1	5	3,44	1,19
Prices are affordable in tourism managements	298	1	5	3,61	1,02
Has natural beauties.	298	1	5	3,99	0,92
Has green spaces, parks, promenade and recreation areas.	298	1	5	4,02	0,88
It has green spaces, parks, promenade and recreation areas	298	1	5	4,13	1,01
It has green spaces, parks, promenade and recreation areas,	298	1	5	3,53	0,91
Has historical artifacts	298	1	5	3,66	0,88
Has a local cuisine and gastronomic culture.	298	1	5	4,50	0,80
It is suitable for families with children to visit.	298	1	5	3,90	1,03
Has tourism information offices.	298	1	5	3,41	0,93
Favorable climate conditions	298	1	5	4,10	1,05
There are cultural activities and festivals	298	1	5	4,38	0,83
Has various shopping opportunities.	298	1	5	4,18	0,88
Has a clean and unspoilt environment.	298	1	5	3,53	1,16
Has advanced infrastructure facilities.	298	1	5	3,05	1,30
It is a safe and secure city.	298	1	5	3,09	1,34
Has a regular traffic flow.	298	1	5	2,90	1,28
Has a planned structure.	298	1	5	2,80	1,27
Has night life facilities.	298	1	5	3,53	1,10
Has entertainment facilities.	298	1	5	3,75	0,96
Has various recreation opportunities	298	1	5	3,56	0,96
Has quality accommodation facilities.	298	1	5	3,76	1,26
Has quality food and beverage establishments	298	1	5	4,24	0,99
There are various tour / excursion opportunities in the region	298	1	5	3,78	1,05
General Average				**4,37**	**0,68**

As it can be seen in Table 6, it has been determined that the perceptions of the participants regarding the branding of Adana province are generally at a high level ($\bar{x}$: 3.71 p: 0.63). In this case, the H1 hypothesis is valid. The statement "it has a planned construction" and the statement "it has a regular traffic flow" ($\bar{x}$: 2.90 p: 1.28) are the ones with the lowest average. The statement "it has advanced infrastructure possibilities" ($\bar{x}$: 3,05 p: 1,30) and "it is a safe and secure

city" ($\bar{x}$: 3,09 p: 1,34) statements that are close to the general average but with low values.

In the questionnaire applied, the frequency distributions of the expressions about "Adana kebab as a local gastronomic product" are also shown in Table 7.

Table 7: Findings on the Effect of the Perceptions of the Participants on the Image of Adana Kebab on the Branding of the Destination

Statements about Local Gastronomical Product: Adana Kebab	N	Min	Max	$\bar{x}$	S.d
Adana is a gastronomy tourism region	298	1	5	4,17	0,98
Adana Kebab is an important attraction in visiting Adana.	298	1	5	4,42	0,85
There are different quality and qualification kebab salons in Adana.	298	1	5	4,43	0,88
Adana kebab is recognized	298	1	5	4,61	0,72
The quality of Adana kebab is high	298	1	5	4,56	0,76
The variety of Adana kebab is high	298	1	5	4,30	0,96
Kebab salons use cooking techniques unique to the region.	298	1	5	4,39	0,87
Kebab salons reflects the Adana culture	298	1	5	4,30	0,93
Adana Kebab is popular	298	1	5	4,54	0,83
Kebab salons gives customers a cultural experience	298	1	5	4,09	1,06
Kebab salons offer their customers gastronomic experiences to get to know Adana cuisine.	298	1	5	3,93	1,20
Easy access to kebab salons	298	1	5	4,32	0,90
Adana kebab is delicious.	298	1	5	4,63	0,75
I would like to come Adana again for Adana kebab	298	1	5	4,41	0,97
I would like to recommend my friends to come to Adana for Adana kebab.	298	1	5	4,47	0,90
General Average				**4,37**	**0,68**

As can be seen in Table 7, the general average of the expressions regarding the "perceived image of Adana kebab, which is a local gastronomic product" is very high ($\bar{x}$: 4,37 s.s: 0,68). In this context, H2 hypothesis was accepted. When the statements examined one by one, expressions other than the "Kebab salons offer customers gastronomic experiences for getting to know Adana cuisine" expression ($\bar{x}$: 3,93 pp: 1,20) are close to the general average. Expressions below the general average but close to the average are; "Kebab salons are easy to access" ($\bar{x}$: 4,32 ss: 0,90), "Kebab salons reflect Adana culture" ($\bar{x}$: 4,30 ss: 0,93), "The variety of Adana kebab is high" ($\bar{x}$: 4,30 ss: 0,93) and "Adana is a gastronomic tourism region" ($\bar{x}$: 4,17 ss: 0,98). The remaining statements are above the average.

Correlation analysis that determines whether there is a significant relationship between the image perceived by the Adana kebab and the destination branding perceptions of the participants are shown in table 8.

Table 8: Findings on the Effect of the Perceptions of the Participants on the Image of Adana Kebab on the Branding of the Destination

		İmage of Local Gastronomic Element Scale
Destination Branding Scale	**Pearson correlation coefficient (r)**	,591
	Significance level (p)	.000
	N	**298**

According to Table 8, it has been determined that the perception of the local gastronomy image of the local tourists visiting Adana Flavor Festival positively affects the branding of the destinations at a "moderate" level ($p = 0.00$, $p < 0.01$, $r = 0.591$). In other words, as the perception of local tourists increases, the branding perceptions of destinations also increase. In this sense, H3 hypothesis was accepted.

CONCLUSİON

The purpose of this study is to understand the place of local gastronomic elements owned by destinations in their branding process. In this study, Adana province was chosen due to its wide culinary culture. Participants, who visited and experienced Adana kebab were 19-29 years old, consisting of public employees, has a middle income (2500-5000 TL monthly income) mostly from the surrounding provinces and has a post graduate education level.

The participants' purpose of visiting Adana is generally to spend time with their families or relatives and attending in some activities at the destination. In order to determine what kind of destination the participants prefer in the selection of their resort, from first place to third "local cuisine", "cheap" and "city image". Although the purpose of the visit to Adana and the sources of information are concentrated on the visit of friends, family and relatives, it is seen that gastronomic factors are effective in the destination choice of the visitors. In addition, the number of visits to Adana reveals the conclusion that the participants frequently visit. There is not much difference between the visitors who's visited first, second and three times visitors to Adana. Accordingly, it was determined that the visit to the destination was repeated. These results are in line with the results of the study (Yüce, 2018), where the local tourists, who came to Kastamonu, evaluated the cuisine of Kastamonu, and the importance of the local cuisine in the image of the destination of Kastamonu. In addition, based on the findings, it can be said that the city of Adana is visited frequently for local gastronomic elements and the destination is visited to experience Adana Kebab. These findings are in line with the study where Kılıçhan & Köşker (2015) measured the effect of Van breakfast on destination branding in the province of Van.

It was concluded that the general perceptions of the participants were high in Adana's destination branding process. In this sense, H_1 hypothesis was accepted. When the statements are examined one by one, it can be seen that Adana has a high perception of destination branding, but has some problems in terms of construction, traffic order, infrastructure and security. Apart from these, it can

be thought that the area where the data is collected is a festival with a gastronomy theme, the statement "cultural activities and festivals are organized" with the statement "it has local cuisine and food culture", but considering the promotion of various festivals and cuisine culture held in Adana in the media, it may also be an indication that the events organized in the province and the local cuisine elements are promoted.

The general average of the statements regarding the perceived image of Adana kebab, which is a local gastronomic product, is very high. In this sense, H_2 hypothesis was accepted. It can be seen from the results, it is concluded that the perceived image related to Adana kebab is at a very high level, but the guests cannot have the cultural and gastronomic experience they expect. In the studies encountered in the literature, it has been argued that the gastronomic presentation made with cultural and historical atmosphere in regions without a unique gastronomic identity will be effective in branding the destination (Gordin & Trabskaya, 2013). In this sense, it can be thought that meals should be served with a more cultural and historical atmosphere. Apart from this, it can be seen that participants do not see Adana province as a gastronomic destination. When the process of creating a gastronomic destination in the literature (Williams, Williams & Omar, 2013) is examined, the fact that the elements that make up the destination is not sufficient is an obstacle to being a gastronomic destination. In this sense, it can be said that the construction, traffic order, infrastructure and security deficiencies identified in the branding process of Adana province are the obstacles to this situation as the reason for the failure of Adana province to come to the fore with its gastronomic elements. It can be seen in the results that; visitors thinks Adana kebab is a important gastronomic attraction for Adana province. In demographic findings it has been concluded that the local cuisine is the first ranked factor of the destination preferences combining it with the participants repeated answer of their visits to Adana province, it can be said that Adana kebab can be used as an attraction element and may be a reason for traveling to Adana province. This result is in parallel with studies (duRand, Heath & Alberts, 2003, Göker, 2011, Selwood, 2003, Şengül, 2018) determined that the local gastronomic elements can be both a side attraction and a key attraction element for destinations. İt can be seen in the results, Adana kebab is popular and well known among the visitors. Finally, It can be said that Adana kebab as a local gastronomic element has an effect both on the intention of coming back and on the intention of suggestion as well as on the loyalty of the destination. In line with these results, it has been supported in parallel with the studies in the literature that local gastronomic elements have an effect on revisiting (Kınalı, 2014).

Correlation analysis was used to determine the position of Adana kebab, which is a local gastronomic product, in the process of destination. According to the findings, there is a positive correlation between the two factors. In other words, an increase in the visitors' perception of Adana Kebab image in return increases their perception of the branding process of Adana province. In this sense, H_3 hypothesis was accepted. In line with these results, it can be used as an attraction factor in the branding of Adana kebab, which is a gastronomic element. These results are in line with the study aimed at determining the effect of local cuisine

elements on visitors in the attractiveness of destinations (Şengül & Türkay, 2016), which show that gastronomic products have a place in branding of destinations.

In short; Adana kebab, which is one of the local gastronomic elements, is a resource that can be used for Adana in the destination branding process. In this sense, it is possible for Adana to become a branded destination that stands out with its local gastronomic appeal if it pays more attention to traffic flow, security and construction issues and eliminates these negativities. It is frequently stated in the literature that the local culture is reflected and experienced in another situation where visitors will give importance to local dining experience. Therefore, it is necessary to serve Adana kebab and other gastronomic products in a more cultural way and to provide visitors with a gastronomic experience accordingly. This study can be developed with a longer and broader definition of the population for future studies. Apart from these, this issue can be approached from a wider perspective by taking the opinions of foreign tourists or tourists who are more interested in this subject. In addition, Adana kebab is considered as an example because it is a product registered with a geographical indication in this study. By conducting similar studies among other products, the place of local gastronomic elements in destination branding can be revealed more generally. Similarly, the framework can be extensed by doing this type of study in other regions of Turkey.

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SEASONAL EMPLOYEE LEADERSHIP: COULD IT BE A POSSIBLE ANTIPODE TO THE TURNOVER HEADACHE IN THE HOTEL INDUSTRY?

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INTRODUCTION

Seasonality has actually put forward serious challenges for managements who would like to bring sustainability via providing expected hotel guest services to their customers (Butler, 2001). The research studies have actually revealed that seasonality stigmatizes the tourist industry as an unsteady source of work, the industry is acknowledged by workers to be unpromising and insecure in regards to future recruitment (Ainsworth & Purss, 2009). This condition results in a boost in the turnover rate, which is a vital difficulty for managers in the industry. According to Tracey and Hinkin (2008), the typical turnover expense of front-desk personnel was $ 5.864, and turnover minimizes income and increases expenses in the tourist industry. In addition, the employee turnover rate is greater in hotels than in other service organizations (Dipietro &Condly, 2007), and this culture is declared to be the most essential declaration of the high rate in turnover.

Many scholars have actually tried to focus on work engagement (WE) because it provides a significant element of work behaviour, in which employees are stimulated and ready to provide their optimum effort and focus on their job (Kahn 1990). The altering nature of work has produced a range of obstacles for business looking for to enhance work environments to encourage employees to totally engage in their job (Swanberg et al., 2011). Whereas Boyce et al. (2007) declared that short-lived staff members are most likely to show withdrawal and detrimental behaviours and are less most likely to take part in a company, a number of research studies have actually revealed that immediate leader's assistance can offer more engaged hotel workers who are extremely inspired in their work and end up being more ingrained in their tasks (Swanberg et al., 2011).

There is an important reason to study seasonal employee leadership to be able to make hospitality tasks more appealing and to keep seasonal workers in the hospitality industry by increasing the workers' WE and reducing turnover intention (TI). In this sense, this research study intends to take a look at the effect of seasonal employee leadership (SEL) recently developed by Arasli and Arici (2019) on seasonal employees' WE, and TI.

To fill up such gaps in the hospitality literature, the present research study investigates and suggests a study model to attain more engaged seasonal workers in the hospitality industry utilizing data gathered from seasonal staff members operating at five -star hotels in Antalya, Turkey.

LITERATURE

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A good deal of research study has actually exposed that leader's assistance has an essential impact on organizational outcomes in different industries (e.g., Thomas et al., 2005). How the SEL affects the behavioural and attitudinal results of seasonal staff members in the hospitality industry has actually been ignored in the hospitality literature in spite of the fact that such employees make up a significant percentage of the industry, making up almost half of total employee workforce in a hotel setting. SEL is referred to as the level to which employees feel their supervisor's or manager's assistance and the promo of employees' performance and interests (Arasli & Arici, 2019). A primary factor to an employee's performance and efficiency is the assistance from their supervisor or manager. Relevant to today research study, SEL is developed as an industry-specific leadership approach focusing on seasonal employees' needs and expectations (Arasli & Arici, 2019). To put it simply, workers having greater SEL can be more satisfied and are more likely to retain within the same organization in the following season. Previous research study likewise showed that positive leadership practices are most likely to be a significant predictor of WE (Saks 2006). The study posited that:

H1: SEL is positively related to seasonal workers' WE.

Turnover is so prevalent in today's hospitality companies that supervisors trying to find fast solutions frequently neglect the concern and rather focus their efforts on those elements of the job that enjoy more instant benefits on the bottom line through such practices as yield management; hence, the employee turnover problem is thought about insuperable (Stein 1989). Some research studies have actually argued that the turnover of seasonal and part-time staff members cannot be fought, worsening the circumstance with expectations of low retention that lead to organization-wide frustration (Inman & Enz, 1995). According to previous research studies, the inefficacy of manager assistance is so pricey that it reveals its awful face as employee turnover, absence, and low performance, which in the long run can be incredibly expensive to the success of the hospitality company. Plenty of research studies have actually competed that workers gave up tasks due to bad managers (Tracey & Hinkin, 2008; Mohsin et al., 2013). Arasli and Arici (2019) also called for more research studies to recognize the effect of SEL on TI. In an effort to address this call for, the following hypothesis was established: H2: SEL is negatively related to seasonal workers' TI.

Such organizational advantages as good performance, guest satisfaction, and financial outcomes stem from employee engagement (Jones & Harter, 2005). Plainly, these organizational advantages might be acquired through staff members' efforts, making employee retention an important issue for managers. A body of empirical findings recommend that the association in between employee engagement and TI relies in large part on the quality of the relationships in between employees and their leaders (Harter et al., 2002). Numerous studies have analysed the mediating result of WE on the relationship between antecedent variables and results. To our understanding, the mediation function of WE in between SEL and TI has not yet been empirically checked amongst seasonal staff members in the hospitality industry. It is significant to examine the indirect impact of SEL and TI through WE. Thus, this study proposed that:

H3. WE mediates the negative effect of SEL on seasonal employees' TI.

METHOD

The data were gathered from 204 seasonal workers operating in five-star hotels in Antalya, a location where seasonality has an extreme impact on Turkey's tourist industry. Prior to the surveys were dispersed, the participants were guaranteed that the info acquired from the respondents would just be utilized in this research study and otherwise kept private.

To measure the hypothesized relationships, we adopted validated scale items from the recent literature. The study hypotheses were examined through performing structural equation modelling (SEM) analysis.

RESULTS

The confirmatory factor analysis (CFA) shows that the study model including three factors has convergent and discriminant validity.

The SEM results show that the paths from SEL to WE and TI are significant. Therefore, H1 (SEL to WE: $\gamma = .207$, $p < .01$) and H2 (SEL to TI: $\gamma = -.023$, $p < .05$) were supported. In addition, the indirect influences of SEL on TI ($\gamma = -.019$) was significant. This finding shows that WE mediates the relationship between SEL and TI, supporting H3.

CONCLUSION

The purpose of this study is to test the validation of SEL measurement scale recently developed in the hospitality literature. The results show that the SEL has a significant positive effect on employee WE, while there is a significant negative effect on TI. WE has also a mediator role on the relationship between SEL and TI. The results are consonant to the current literature on the leadership phenomenon which suggests that positive and supportive leadership practices increase positive employee job outcomes and reduce negative attitudes, behaviours, and intentions. Thus, this paper has several academic and practical implications. Importantly, this paper is the first attempt to utilize the SEL scale in the hospitality industry to measure hospitality managers or supervisors' leadership effectiveness in managing their seasonal employees. Future investigations could test the utility of SEL scale in the hotel industry by conducting its potential relationship with other employee job outcomes.

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THE MEDIATING ROLE OF JOB SATISFACTION IN THE EFFECT OF SERVICE ORIENTATION ON THE TURNOVER INTENTION: A RESEARCH IN HOSPITALITY ESTABLISHMENTS

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INTRODUCTION

Employees, who are providing quality services, are needed in order to ensure consumer satisfaction in the service sectors. Because the level of employee-customer interaction in these sectors is higher than other sectors, it can be easier to provide customer satisfaction with employees who can communicate and maintain it easily, are willing to serve and enjoy the service they provide. The tourism sector is also a labor intensive sector where communication with customers is at a high level. Considering that the employees are a part of the service process, it can be said that they have great effects on customer satisfaction. However, especially in the tourism sector, high employee turnover rates and high employee turnover rate are observed (Chen et al., 2018: 248). This situation not only imposes financial costs on businesses, but it can bring many undesirable consequences such as decreased service quality, damage to organizational culture and reduced productivity of employees (Mert, 2018: 426; Abo-Murad & Al-Khrabsheh, 2019: 5).

Determining which variables affect the turnover intention can be considered as one of the first steps to be taken to reduce this situation. In the literature, a lot of research has been done about which variables affect the turnover intention. However, a limited number of emphasis was placed on the service orientation.

The use of intermediary variables in the relationships between individual characteristics and organizational outputs may increase the clarity and prediction of the relationship (Kuşluvan et al., 2016: 80). In this context, the second main purpose of the research should be expressed as the determination of the mediating role of JS in the SO-TOI relationship.

In the literature, some studies on the detection of relations between SO and TOI stand out. There is no clear finding about the relationship between variables in these studies. Among the variables, Kim et al. (2017) found a positive relationship, Kuşluvan et al. (2016) that there is no relationship; Oncu (2019) reports a negative relationship.

JS is still a dominantly researched topic in organizational writing. In this framework, the JS-TOI relationship has also been frequently investigated. Podsakoff et al. (2007), in a meta-analysis study, a negative relationship was detected

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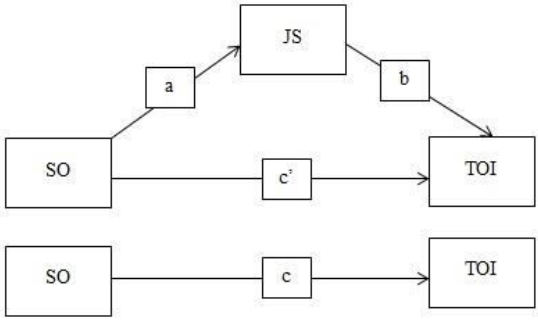
between these two variables. In addition, JS can be effective directly on TOI or through other variables. In this context, it is thought that it can also mediate the relationship between SO and TOI. Accordingly, Kuşluvan et al. (2016) found that JS has a full intermediary role in the relationship between SO and TOI.

METHOD

In this study, it was aimed to reveal the effect of the Service Orientation (SO) on the Turnover Intention (TOI) and the mediating role of the Job Satisfaction (JS) concept in this relationship. In the research, predictive correlational research and screening models were used. When it is asked to determine the relations between SO, TOI and JB, the predictive correlational research model will be used, and when it comes to revealing the average scores of these variables, the screening model will be used.

The research model is designed as a simple mediation model. In this model, a shows the effect of SO on JS; b, JS's effect on TOI; c' shows the effect of HVY on the mediator variable control on TOI. In other words, c' is the coefficient obtained by putting SO, which is the independent variable, into equation together with JS and showing the effect of SO on TOI; it is also called as direct effect. In addition, the c shown in the figure shows the effect of HVY on TOI when JS is not included in the equation and is called total effect. If the value of the c' coefficient decreases compared to the c coefficient or this effect becomes meaningless, the mediation relationship can be mentioned.

Figure 1: Research Model



In the research, questionnaire technique was used as data collection method. The questionnaire form, which is applied face to face with the participants, consists of two parts. In the first part, while there are questions prepared to determine the demographic characteristics of the participants; the second part of the questionnaire consists of three scales containing dependent and independent variables of the research. The independent variable of the study, SO, was measured by the scale created by Brown et al. (2002) and translated into Turkish and the validity and reliability studies by Seymen & Çoban (2017) were performed. The original of the scale consists of 12 expressions and two dimensions called "enjoyment" and "needs". However, Seymen & Çoban (2017) suggested that the scale should be used to include a total of six expressions, two dimensions and three expressions each. In this study, accordingly, the scale containing six expressions and made translation studies was preferred. Statements in the scale are in

accordance with the five-point Likert rating (1: Strongly Disagree; 5: Strongly Agree).

The population of the research consists of hotel employees in Istanbul. Since it was not possible to reach the whole universe due to reasons such as time, cost and control difficulties, sampling was done. In this context, the sample size should be 381 at 95% confidence level (Sekaran, 2003: 294). The sampling method is easy sampling. The questionnaire was distributed to 500 employees by hand, covering May-September of 2019. Of the 453 (90%) returned questionnaire forms, 418 were answered appropriately and the data obtained from these questionnaires were evaluated. The data were analyzed through IBM SPSS 21.0, Lisrel 8.80 and PROCESS macro developed by Andrew Hayes.

Validity studies of the scales used in the study were examined with construct validity and confirmatory factor analysis (CFA) was performed in this context. After the validity studies, reliability studies were started. For this, internal consistency analysis was made and item-all correlations were examined.

RESULTS

In the test of the research model, firstly, the effect of SO on the mediator variable JS was examined. Accordingly, it can be seen that SO affects JS positively (B=.65; SE=.05; Confidence Interval (CI)=.54 - .76; p<.01). It is observed that the mediator variable JS has a negative effect on TOI in a negative way (B=-.71; SE=.06; CI=-.59 - -.84; p<.01). When SO enters regression equation with JS, it is seen that the effect of SO on the dependent variable, TOI, becomes meaningless (B=.11; SE=.08; CI=-.05 - .28; p=.17). In this regard, it can be said that JS is a full mediator in the relationship between SO and TOI (B=-.47; SE=.08; CI= -.63 - -.31). The Sobel test results confirm that this mediating effect is significant (z=-8.04; p<.01). In addition, it can be seen that the total effect of SO on the dependent variable is significant (B=-.35; SE=.08; CI=-.52 - -.19; p<.01).

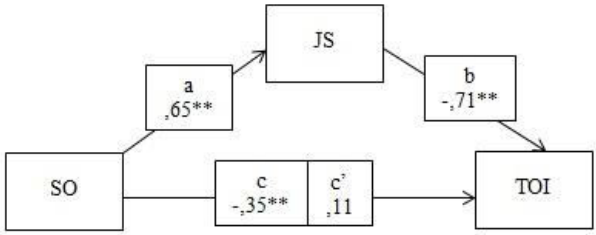
Table-1: Mediator Role of JS in the Relationship between SO and TOI

Variables		JS				TOI		
		B	SE	p		B	SE	p
SO	a	.65	.05	< .01	c'	.11	.08	.17
JS		---	---	---	b	-,71	06	< .01
Constant	i_1	1.04	.22	< .01	i_2	5.01	.30	< .01
		R^2 = .25				R^2 = .26		
		F (1, 416)=138.29; p<.01				F (2, 415)=72.81; p<.01		
Mediator Effect	a b	-.47	.08	CI=-.63 - -.31				
Mediation Effect Result of Sobel Test SE=.08; z=-8.04; p<.01								

The interactions and coefficients between the variables are shown in Figure 2. In summary, while the total effect of SO on TOI (c) is significant (B=-.35; p<.01), the direct effect (c') with JS is insignificant (B=.11; p=.17) which gives an idea that

there is already a mediator effect. After the examinations carried out in this context, it was observed that the mediation effect (ab) was significant (B=-.47; CI=-.63 - -.31) and it was determined that this was a full mediation effect.

Figure 2: The View of the Relationships between the Variables According to the Results Obtained in the Research



CONCLUSION

In this study, the direct effect of SO on TOI and its indirect effect through JS has been investigated. As a result of the research, it was determined that the SO level of the hospitality workers do not affect the TOI level. In addition, it was observed that the SO level of the employees had a negative effect on TOI by affecting JS positively and JS had a full mediation role between SO and TOI. This study carries the limitations of quantitative research methods. It was assumed that the respondents answered the statements on the scale to reflect the real situation. Another limitation of the research is that the sampling method is an easy sampling method. Therefore, it is necessary to be cautious about the generalizability of the results

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A MODEL PROPOSAL FOR IDENTIFYING THE RELATIONSHIP BETWEEN FILM TOURISTS' MOTIVATION, EXPECTATIONS AND SATISFACTION[1]

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Abstract

Film tourism is defined as a special type of tourism that occurs during or after the screening of a film or television (TV) production, when visitors attract the destinations featured on the screen. People who visit the places where a film or TV series are shot as a result of being charmed by film destination, scenery, storylines, stages, themes or cast, celebrity and characters in a film or TV series are called as film tourists. The main aim of the research is to reveal the relationship between motivations, expectations and satisfaction of film tourists. It is also aimed to develop valid and reliable scales to measure above mentioned variables related to film tourists. For this purpose, a model is designed and scales to measure above mentioned variables are developed in accordance with the literature. Muğla seems to be a candidate for being one of the film tourism destinations that have gained importance recently. The universe of the study is composed of domestic tourists visiting the places where the series or films were shot in Muğla. The quantitative data to be collected via developed scales and to be analyzed through explanatory and confirmatory factor analyzes for the construct validity. Structural equation model will be applied to determine direct and indirect relationships between the variables. The findings will be examined extensively within the framework of the literature. In this study, the initial findings of the first two stages of scale development have been presented.

Key Words: Film Tourism, Film Tourist, Motivation, Muğla

INTRODUCTION

Film tourism emerges new cultural landscapes not only creating desire to travel, but also by forming parts of the destination identity (Jewell & McKinnon, 2008). Film or TV series[2] audiences are potential tourists since they have been informed about the destination depicted on the screen without going or experiencing a destination. Therefore, film tourism plays a significant role in the process of creating the destination image (Chen, 2018; Lee & Bai, 2016; Wong & Lai, 2015; O'Connor, Flanagan & Gilbert, 2008).

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** Ph.D., Muğla Sıtkı Koçman University, Faculty of Tourism, Department of Tourism Management, ORCID number: 0000-0003-1661-3277 The term of film in the study, has been used as comprising the films, TV series, movies, documentaries and any other programmes which are screened.

[2]The term of film in the study, has been used as comprising the films, TV series, movies, documentaries and any other programmes which are screened.

The locations where films are shot become a tourist pulling locations in accordance with the success of the film. TV and cinema audiences are interested in the destinations that they watch on the screen. Film tourists visit the locations to participate in film festivals, to see the place where the film was or has been shot, to see the production studios or to meet the celebrities (Chen, 2018; Kuliyeva, 2012).

This research aims to reveal the relationship between the factors that motivate the local film tourists to visit the destinations, their on-site and out of destination expectations and the satisfaction after their visit. In this context, firstly the conceptual framework has been drawn and then a research model has been proposed. In this research which is the initial study of a more comprehensive project, the concept of film tourism, film tourist and their motivations, expectations and satisfaction have been explained briefly. Within the research model and scale development process, the findings of the pilot study have been presented. The study has been completed by mentioning further steps of the ongoing research.

FILM TOURISM

Films are the basic activities that affect the people's perspectives and understanding of the world and form the society's culture. Therefore, the media where films are screened is an effective tool that creates awareness in people, directs them, makes them enjoy the places that have natural beauties by reducing the distance between films and consumer, promotes the desire to see and experience places (Busby & Klug, 2001). Riley & Van Doren (1992) and Wen et al. (2018) emphasize that films are one of the effective marketing tools for destination management and marketing. Within the power of media, the influence and power of cinema and TV series on people's pleasure and thoughts is undeniable (Butler, 1990; Kim et al., 2007). Along with other film and TV programs, TV series screened in chapters are one of the most significant and addictive options that lead to discussions and daily conversations with workmates, family members and neighbours about TV series' heroes, stories and events (Couldry & McCarty, 2004).

Hudson & Ritchie (2006a) describe film tourism as a tourist visit to a destination as a result of the destination's being featured on any TV programs, video, motion pictures or any recorded image. Film tourism is a purposeful visit that include visits to destinations, film production studios and related them parks, which are screened in films and television programs (Beeton, 2006; Hahm & Wang, 2011; St-James, Darveau & Fortin, 2018). In this context, it is possible to define film tourism that tourism activity as a result of people's desire to see and visit the places screened on TV programs under the power of the media.

Films generally do not focus neither to create the script to highlight the location where films are shot, nor to promote or spread film tourism in the region. However, the natural, historical and architectural beauties, cultural and authentic lifestyle screened on films create an awareness and intention to travel (Bolan, Boy

& Bell, 2011; Macionis, 2004). The locations where films are shot are really significant for the success of the film and location-script harmony (Hudson & Ritchie, 2006a).

The number of visitors increases due to film tourism in destinations where films have the potential to create strong and emotional ties between the audience and the locations portrayed on the screen (Busy & Klug, 2001; Hudson & Ritchie, 2006a; Kim et. al., 2007; Singh & Best, 2004). In accordance with this, film fans can engage in activities such as visiting the screened locations, pretending to act and dress as actors and characters, buying jewellery/clothes/symbols belonging to the actors and characters (Beeton, 2006). Relevant literature on the impact of film tourism focuses generally on such as economic developments (Beeton, 2006; Busby & Klug, 2001), residents' responses (Busby, Brunt & Lund, 2003), pop culture (Lee & Bai, 2016) and government policies and strategies (Kim & Nam, 2016) film tourist's experiences (Chen, 2018; Macionis, 2004).

FILM TOURISTS

The film and TV series which are amongst the most significant parts of the visual media, have reached a wide range of audience and fans and have continued their effects for a long time even after being released. This result has great importance both in marketing and creating an image of a destination (Beeton, 2006; Özdemir Güzel & Aktaş, 2016). Film tourism may be a part or main theme of the trip of tourists based on their special interest (Hudson & Ritchie, 2006a). Film tourist travel with different motivations and categorized accordingly in the relevant literature: (i) *Serendipitous film tourist* just happens to be in a screened destination by chance and their motivations to be there to have social interaction and novelty. (ii) *General film tourist* does not travel with the aim of film tourism but participate voluntarily in any film tourism activity in a destination with the motivation of novelty, education and nostalgia with family members and friends. (iii) *Specific film tourist* seeks out the screened places in his/her favorite film and participates into the activities related with films. Specific film tourist's main motivation is self-actualization, self-identity, fantasy, romance and nostalgia. So, from serendipitous film tourist to specific film tourist, the level of interest and motivation for film and TV series increase (Hudson & Ritchie, 2006a; Macionis, 2004).

Film tourists act in the motivation to visit the places that are screened as a better scenery in films and TV series by escaping from the real world. This driving escaping stimulates and shapes the tourist behavior (Funk, Ridinger & Moorman, 2004). Tourist behavior involves two main motivations, namely, pull and push factors. Pull factors have been characterized with escaping needs, fulling socialization with family members and friends, fulfilling to get suntan. The subject of pull factor is tourist. Specifically, films can act as pull factors to affect a potential tourist by generating awareness and interests via visualized images (Wen et al. 2018). Film tourist is captivated from a film destination, scenery, storylines, plot, themes or cast, celebrity and characters in a film (Macionis, 2004; O'Connor et al., 2008; Zhang et al. 2016). Films influence the tourists' motivation and their decision to travel to a screened destination as a push factor. Film tourists may visit the film sites with the aim of ego-enhancement, self-identity, prestige and

taking part in any experience concerning their favourite film activities with the interval drive of them (Macionis, 2004; O'Connor et al., 2008).

Film tourists anticipate to see the same or similar objects and scenery in screened destination visit. The first impression of a destination for film tourists has been fulfilled by film producers. This impression has been then evaluated along with the tourist perception, motivation to visit the destination, on-site and out of destination expectations, consumed products and satisfaction level satisfaction level from the experience of film tourism (Page et. al., 2001). Film tourists travel with the motivation to see the locations, involve in the filmed landscape from the perspective of scenes and actions (Kim, 2012) that have been reorganized or reconstructed according to the film script. So, film tourists may be motivated to travel by escaping, romance and fantasy. The screened images may affect tourist's motivation to visit film locations (Macionis & Sparks, 2009). The presentation of the landscapes in films has led a new construction of tourism as 'film tourism'.

Consumers have some on-site and out of destination expectations, after watching the landscapes or scenery on the screen. As on-site destination expectation, they visit the filmed locations to see the screened images, stay in that destination for a few days, participate the experimental events concerning about films or feel like the celebrities as a film tourist (Carl et. al., 2007; Kim, 2012). As out of destination expectation, tourists like to buy some items of the actors/actress, gifts, CD/DVD, join the concerts of the soundtracks/songs of films, take photos with the celebrities. If the production studio, plateau, stage or location is far from their imagine on-site location or expectations from out of destination, the film tourists' expectation has not been met yet. This is explained by the concept of "completely real" and "completely imaginary" (Carl et. al., 2007). Correspondingly, Mitchell (1998) stated that the match of reality and imagination results in the satisfaction of a film tourist. If not, the tourists may be dissatisfied.

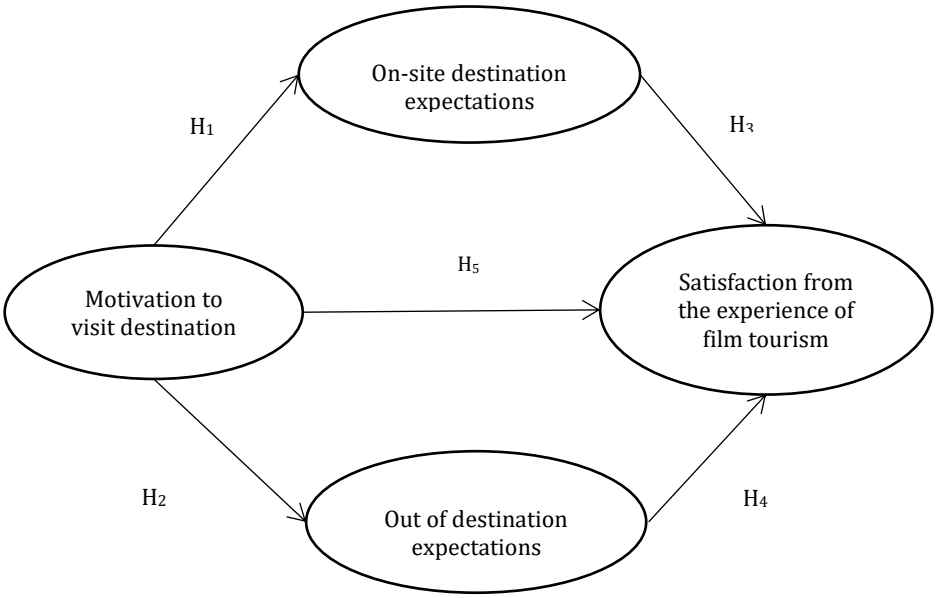
For a film fan, a visit to a screened destination can result in a great satisfaction or dissatisfaction. Filming location, film producers, experience with film related scenes can change the tourist's perception and excitement (Couldry, 2005). However, while the film tourist desire to experience the film location as a main pushing factor, this desire may not always result in positive as the tourist's expectation are not met (Connell & Meyer, 2009; Karpovich, 2010).

METHOD

The Research Model and Hypotheses

The aim of this research is twofold. Firstly, it is purposed to develop a model to identify the relationship between motivators, expectations and satisfaction of film tourists. Secondly, it is aimed to develop valid and reliable scales to measure above mentioned variables related to film tourists. Proposed model of the research and hypotheses are shown in Figure I.

Figure-1: Research Model



Scale Development

In this context, a scale development study is purposed to measure the variables mentioned above and then to reveal the relationships between them. During the scale development process, (i) item generation, (ii) item purification, (iii) initial validation, (iv) replication steps will be followed. In the main research, it is planned to collect data in all districts in which series or films are shot in Muğla. Since the domestic tourism movements in Turkey intensify during the summer months, the data collection process of the main research is planned for that term. In this study, the initial findings of the first two stages have been presented.

There are four subscales in the questionnaire created to determine the film tourists' motivations, expectations and satisfaction. For each scale, firstly, an item pool was formed by examining the conceptual explanations, findings and items of the limited number of scales used in the literature (Beeton, 2006; Hudson & Ritchie, 2006b; Connell, 2012; Kim et. al. 2007; Kim, 2012). In order to ensure the scope validity of the scales, expressions selected from international researches were adapted to Turkish by translation-back translation method by researchers and an academician. The items in the pool were evaluated by researchers and two other academicians who are experts in the fields of tourism and the number of items was reduced. The scales developed within the scope of the research and the number of items created at the beginning and reduced after the evaluations are as follows:

Table-1: Number of items created and reduced per each scale

Scales	No of items created	No of items reduced
Film Tourists' Motivations	10	7
On-site Destination Expectations	19	11
Out of Destination Expectations	12	6
Satisfaction	14	10
Total	55	34

Sampling Procedure

Muğla seems to be a candidate for being one of the centers of film tourism as a destination where film shootings have gained importance recently in addition to its various natural, cultural and historical attractiveness. It has been determined that more than 50 films / series have been shot and a stage (plateau) has been established in Muğla province in the last 15 years. However, no comprehensive research has been conducted in the destination about film tourism in general and film tourists in particular. Hence Muğla was determined as research area. In the process of data collection, first of all required ethics committee approval and scientific research licenses were obtained from public and private institutions. Then, data were collected between October and December 2019 for the pilot study in Muğla. Three of 141 data collected by face-to-face questionnaire technique were not evaluated due to incomplete/incorrect filling. The analysis of the pilot study was performed on 138 valid data.

RESULTS & DISCUSSION

Explanatory Factor Analysis Results

Explanatory factor analysis (EFA) was applied to the pilot study data. As result of EFA which enables to reveal the complex dimensions by analyzing the data set and testing the predictions, the factors explaining the structure of the variable that is intended to be measured are obtained (Yong & Pearce, 2013). EFA results of Film Tourists' Motivation Scale are presented in the Table 2.

Table-2: EFA Results of Film Tourists' Motivation Scale

	Sub-Factors	Items		Factor Loadings	
				Fac. 1	Fac. 2
MOTIVATION	Film Related Motivation	I liked the story of the film.		,879	
		I liked the actors/the characters they portrayed.		,850	
		I liked the studio/plateau of the film.		,719	
	Destination Related Motivation	I liked the destination's natural and geographical beauties.			,813
		I had a cultural familiarity to the region.			,762
		It was a destination that I wanted to visit it before.			,692
KMO		0,686	Eigenvalues	2,562	1,380
Bartlett's Test of Sphericity		0,000	% of Variance	34,151	31,549
Total % of Variance				65,700	

According to EFA results, a cross-loaded substance (N2) was removed from the Motivation scale. The remaining 6 items have a 2-factor structure. Factors are named as "*film related motivation*" and "*destination related motivation*".

Table-3: EFA Results of On-Site Destination Expectations Scale

	Sub-Factors	Items	Fac. 1	Fac. 2
ON-SITE DESTINATION EXPECTATIONS	Mass Expectations	I would like not only to see a filmed destination but also to stay in this destination for a few days reasonable costs.	,808	
		I would like to see the beautiful scenery in the background of the destinations that I have watched on the screen.	,741	
		I would like to see the places which is screened.	,723	
		I would like private film tours to be organized.	,701	
		I would like to be offered a mobile application/information about the movie/TV series and region.	,663	
		I would like regular events to take place.	,603	
		I would like to participate in experimental events rather than just go and see.	,577	
		I would like the presence of film-related tourism information office.	,544	
	Customized Expectations	I would like to feel like the celebrities/characters I watch on the screen.		,867
		I would like events for fan clubs to take place.		,640
		I would like some package tour programs including a longer stay to be organized.		,626
KMO		0,806	Eigenvalues	4,955	1,151
Bartlett's Test of Sphericity		0,000	% of Variance	35,839	19,670
Total % of Variance				55,509	

According to the results of the analysis, all items in the on-site destination expectations, out of destination expectation and satisfaction scales were kept as they are. The sub-factors of on-site destination expectations are named as "*mass expectations*" and "*customized expectations*". (Table 3).

Table-4: EFA Results of Out-of Destination Expectations Scale

	Sub-Factors	Items		Fac. 1	Fac. 2
OUT OF DESTINATION EXPECTATIONS	Experimental Expectations	I would like to have concerts where I can listen to the soundtracks/songs of films.		,880	
		I would like to meet the actors/characters I watch in the film.		,722	
		I would like to have a photo taken with the posters/models of the actors/actress.		,627	
	Consumption Expectations	I would buy, if the imitations of the items and clothes of the actors/actress are sold.			,891
		I would buy it, if any souvenir/gift related to the film is sold.			,729
		I would buy it, if any CD/ DVD related to the film is sold.			,449
KMO		0,678	Eigenvalues	2,475	1,040
Bartlett's Test of Sphericity		0,000	% of Variance	30,600	27,982
Total % of Variance				58,582	

The sub-factors of out of destination expectations are named as "*experimental expectations*" and "*consumption expectations*". The sub-factors of film tourists' satisfaction are named as "*film related satisfaction*" and "*destination related satisfaction*". EFA results are presented in Table 4 and Table 5, respectively.

Table-5: EFA Results of Film Tourists' Satisfaction Scale

	Sub-Factors	Items		Fac. 1	Fac. 2
SATISFACTION	Film Related Satisfaction	I remembered some scenes as if I was the main character of the cinema.		,820	
		I remembered some scenes as if I was the main character of the cinema.		,817	
		I immediately recognized all the things as they had appeared on the screen.		,741	
		I found myself to be familiar with these locations.		,717	
		I was excited to get close and touch costumes, utensils and other props from film.		,708	
	Destination Related Satisfaction	I was excited to know more about the filmed destination and take photos.			,846
		I was excited to see historical and cultural landscapes portrayed in film in person.			,832
		I was excited to taste traditional food of Muğla at filmed destination.			,802
		I was excited to be able to be at filmed locations in person.			,647
		I was excited to find out many things behind the stories (the story of the producer, history of the destination etc.).			,626
KMO		0,886	Eigenvalues	5,537	1,281
Bartlett's Test of Sphericity		0,000	% of Variance	35,066	33,112
Total % of Variance				68,179	

Reliability Analysis Results

In addition to the EFA, the Cronbach's alpha value (Tavakol & Dennick, 2011), which refers the internal consistency coefficient indicating the closeness and similarity of the expressions in a scale, was calculated and the reliability analyzes were conducted by checking the relationships between the scale items and internal consistency. As shown in Table 6, the reliability of the scales used in the research is good (Field, 2009). The results of the reliability analysis are presented in Table 6.

Table-6: Reliability Analysis Results

Scale	Cronbach Alfa	No of Items
Motivations	,721	6
On-Site Expectations	,869	11
Out of Destination Expectations	,700	6
Satisfaction	,907	10
Total	,894	33

While analyzing the data of main research, EFA will be used to test the construct validity of the scales, confirmatory factor analyzes will be used to validate factor structures, and Cronbach Alpha values will be examined to determine the reliability. In accordance with the results of the analysis, it will be ensured that the final forms of the scales are valid and reliable by subtracting expressions when necessary and / or adding inter-variable modifications. Structural equation modeling (SEM) will be used to examine the relationships between research variables, to determine direct and indirect effects on variables, and to test hypotheses and research model (Jöreskog et al. 1993). SEM, which allows regression analysis to be carried out in a more comprehensive manner, enables different analyzes than other multivariate analyzes due to its features such as simultaneous testing of multiple relationships, revealing indirect effects as well as direct effects (Hair et.al. 2014: 584). It will also be evaluated in accordance with the fit indices to determine the level of compliance with the data collected within the scope of SEM (Meydan & Şeşen, 2015).

CONCLUSION

It is expected that effective planning of film tourism, which has an increasing impact on national and international tourism movements, will contribute to the local and national economy by providing quality tourism activities throughout the year. With the managerial suggestions to be developed in line with the research results of film tourists, which is one of the basic elements of film tourism activities, it will be possible to increase the gains of film tourism to destinations. In this study, the preliminary findings of the model developed to reveal the relationships between motivations, expectations and satisfaction of film tourists are presented. The research is important because it is a preliminary work necessary for the realization of a research project aimed at developing a film tourism destination. Determining the factors that motivate potential film tourists to become active visitors of film tourism, their expectations and satisfaction from film tourism

is important for the development of film tourism activities. This study has originality because it aims to develop a scale to determine all these elements and thus to contribute to the data collection process in future studies. The main limitations of the study are that the data were collected only from domestic visitors who visited Muğla through convenience sampling technique.

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EMPLOYEE CHANGE MANAGEMENT: COPING WITH HIGH EMPLOYEE TURNOVER RATES IN INTERNATIONAL HOTELS, A CASE STUDY IN ANKARA

Gökhan ŞENER*

INTRODUCTION

The structures in hotels are being digital while one of the main problems still exists, high employee turnover rates which occur mainly as a result of either dissatisfaction of employees or hotel managements, even both infrequently. Thus, there are copious functions trigger those consequences, often as drawbacks. Organizations are not willing to obtain high turnover rates, sometimes 0% is aimed despite the fact that mentioned percentage is not as favorable as it seems. Hotel facilities ought to create desired atmospheres that entice their staffs and regenerate the organizational structure at the same time with synergy maintained between staffs. In order to achieve those missions, 4% - 6% rates of turnover could be essential depending on the size and class of the hotel. This paper is conducting the reasons and consequences of high employee turnover rates and mainly how to manage and check them.

REVİEW OF LITERATURE

The main purpose of this study is to better understand the concept of employee change management which is being issued over decades, but still the researches reflect issues on hospitality industry in that regard are insufficient, or not updated. In general, the topic addresses to organizational level, however, the key element is overshadowed; employees. Alecu (2013) indicated the potential treats in hospitality industry that should be issued in the concept of change management, according to the journal; labor shortage is one of the potential treats along with funding and planning education and training processes –which could be a long procedure and will be initiated again by hiring new team players. Therefore, Asimah (2018) claimed the fact that managements should be committed to establishing sound and effective retention strategies through provision of effective remuneration policies, surpassing working conditions by generating lucid and straightforward communication lines between management and employees while providing places and positions to be developed in order to get them involved in organizational structures. In this wise, the training functions could be provided by new personnel in the upcoming periods uninterruptedly. Bharwani (2012) underlined the fact that the paucity of well-trained, engaged and committed employees who have a clear-cut career path and growth opportunities before them initiates treats not only divisional, but also in organizational level for hospitality industry. To be effective, traditional hospitality management education must be broadened as Go (1990) stated the golden rule of the industry but still, some managements drone not to consider that, as all hoteliers observe in some point unfortunately. Dregde (2013) underpinned the importance of the educati-

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onal degrees in hospitality as well. Moreover, in organizations changes necessarily comes about in order to adapt recent procedures and improve overall performances so they are essential in greater extent. Therefore, Lee (2008) stated the importance of the adaptability in organizational change and its impact on operational performance. Without any doubt, the organizational atmosphere should be unique and high turnover rates would compulsorily damage it. 'Fostering a culture that promotes peer support should have a direct impact on employees' decisions to quit' as Self (2019) had remarked. Zhao (2019) implied the importance and benefits of good leadership skills as that the organizations should consider responsible leadership to motivate their employees. All in all, it is tremendously hard to keep unmotivated employees in organizations. If the case, the service quality will be diminished.

METHOD

Methodology consists of international hotels in Ankara since organizational structures they maintain is stronger. They were deemed appropriate to get informed about their approaches on employee change managements while they are standing more corporate and the management they apply is believed essentially reliable and accurate to follow. Interview techniques are applied; division managers and line managers working at international hotels have been participated in the study and open-ended questions were presented to the participants. All of the participants have titles and responsible from their subordinates.

RESULTS AND DISCUSSION

During the interviews, hoteliers remarked that there are some crucial problems resulted with high turnover rates. So as to check those obstacles, managements inclinable to train their staffs individually and as groups. However, the study suggests that every single staff is responsible from the overall operations but the upper positions have more obligations in that regard. High turnover rates procreate operations with explicit detriments. Of course, change is inevitable whereas %0 turnover rate will eventuate other forms of maleficence inevitably but still participants occasionally struggles to lower the rate. It has revealed, managers take some precautions and countermeasures. The key factor is to amplify other employees' motivations so that the performance they demonstrate will be accelerated in a significant manner.

CONCLUSION

The cost of training new employee is one of the highest liability items. It requires not hours, but days or even weeks of other more qualified employees – managers at large. More virtuous working conditions is indispensable for hospitality industry for that reason. Since the service is intangible, it could be immeasurable to determine employees' performance and the service quality invariably. In order to maintain and outgrow the organizational culture, the leaders –which actually do not required any title, ought to train others, not strictly indoctrinate them. In that case, the organizational culture and operational productivity will be sustained by itself without constant controlling. Empowering people's motivation in workplace is declining the turnover rates and the services will be outperformed consequently.

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TOURISM HIGHER EDUCATION IN TURKEY: IS IT MEETING THE NEEDS OF THE TOURISM INDUSTRY? A QUALITATIVE RESEARCH

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Eda GÜREL**

INTRODUCTION

In a global world, needs and expectations of people are changing and this is making the business world ever more competitive. Tourism industry is also taking its share from these changes. Chain hotels are entering into new emerging markets, opening up new units, in collaboration with local investors. What they need is a work force ready to face the dynamics of the ever changing business environment and challenges it creates for managers and employees. Tourism education, should keep up with these changes and dynamism. Adopting the curricula according to the new conditions and needs of a global business environment is inevitable.

Recognizing the challenges facing the tourism industry, tourism educators started an initiative named the Tourism Education Futures Initiative (TEFI) and aimed to discuss and debate the need for change and to provide recommendations for a framework for a new tourism curriculum for 2015-2030 worldwide. In today's fast changing world, the central task of tourism education and the role of universities are to satisfy the demands of the market place to enhance economic performance. In this regard, TEFI aims to re-think and re-engineer tourism courses and students' experiences. By working with leading university educators and industry professionals, thus engaging all stakeholders, TEFI aims to define a new model of education for a global tourism industry (Sheldone, Fesenmaierb and Tribe, 2011).

How can we educate students to effectively and efficiently lead tourism organizations in a rapidly changing and increasing complex world was also put forward by Otting, Zwall and Gijselaers (2009)? With this question in mind, this study aims to investigate the needs and expectations of the tourism industry stakeholders. In this regard, this research replicates the study of Wang, Ayres and Huyton (2010) who studied the needs and expectations of the tourism industry in Australian higher education in a qualitative manner.

In literature, there is debate on what the content of a tourism and hospitality curriculum should include. As pointed out by Airey and Johnson (1999), there is lack of agreement on the content of tourism programs. Current programs around the world focus either on vocational and practical studies, or they are too theoretical and liberal (Johanson and Haug, 2008). According to Tribe (2002), to develop tourism of the future, today's graduates should have skills that include both liberal and vocational action and be liberally and vocationally reflective.

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This will help them to meet the needs of the industry and be philosophical enough to understand the complexity of the tourism world. He names these graduates as "philosophical practitioners". If the aim of tourism and hospitality education is to develop "philosophical practitioners", this research can provide direction and guidance on how the content of the curriculum should be modified in Turkey.

Researchers (such as Airey, 1998; Ladkin, 2005; Fournier and Ineson, 2012) have found that according to the major players in the industry, tourism education does not adequately prepare students for employment in the industry. With the exception of the study conducted by Okumus and Yagci (2005), there is limited research on the extent to which current tourism higher education meets the requirements of the tourism industry in Turkey. Therefore, this research fills this gap in literature by particularly exploring the opinions of not only industry professionals but also academics and students on the content of a tourism higher education in Turkey. This study is important in providing insight on the current situation of the tourism higher education in Turkey in the hope that the findings could help in curriculum development.

The research presented in this paper is part of a larger research in which tourism professionals', educators' and students' opinions were gathered in order to investigate whether the needs and expectations of them are met by the higher educational institutions in Turkey. Given the above factors, this paper primarily aims to explore the opinions of the industry professionals, educators and students on tourism higher education in a qualitative manner. In this regard, this research replicates the study of Wang, Ayres and Huyton (2010) who studied the needs and expectations of the tourism industry in Australian higher education with a qualitative approach.

METHOD

For this purpose, a questionnaire was developed to explore the views of the industry professionals, tourism academics and students on the relative importance of subjects taught at universities in Turkey. As part of the questionnaire, first participants were asked to indicate their perceptions on the importance of the subjects covered under the tourism and hospitality programs in Turkey. Second, they were asked to provide their opinions on the subjects that should be included as part of the tourism higher education. In doing this, similar to the study conducted by Wang, Ayres and Huyton (2010), we aimed to investigate the differences in the opinions of tourism professionals, educators and students. We believe that it is the right time for Turkey to investigate the perceptions of its industry stakeholders on the importance of the subjects taught in tourism and hospitality programs in the country.

For this study, a convenience sample of tourism managers from the accommodation establishments in Turkey was drawn. In a similar fashion, a sample of academics from both two-year and four-year tourism and hospitality schools around the country was drawn. 80 surveys were received from tourism educators, 116 from industry managers and 124 from the students of a well-known higher education institution. Comments of the respondents will be

analysed by using NVivo 11. Results of this analysis will be presented at the conference.

CONCLUSION

In conclusion, in line with TEFI and a number of researchers in the literature, we believe in the importance of incorporating the views of the stakeholders in the design of the tourism curriculum of the future. Accordingly, in this research, we aim to investigate the current state of the curriculum in tourism and hospitality programs in Turkey by comparing the views of the industry professionals, educators and students. An industry-education cooperation curriculum framework requires to be established on the views of the all stakeholders. In order to address the needs of the tourism industry, while developing a curriculum, a greater dialogue between the industry and education is required. The limitations of this study include the use of convenience sampling. Given the size of the tourism industry and higher education in Turkey, a larger sample would have been more representative.

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CURRENT CLOUD-BASED SOFTWARE SERVICES USED IN ONLINE MARKETING OF HOTELS IN TURKEY

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Abstract

Hotels need new technologies in order to spread their knowledge and establish superiority over their competitors by creating strategies in a fast, efficient, and secure manner in complex processes. Cloud-based software services are one of the major areas where these technologies are applied. Thanks to cloud-based software, the way hotels do their business has been significantly affected, and this effect continues to grow. The aim of this research is to identify the current cloud-based software services offered to hotel businesses in marketing activities and to contribute to the literature on this subject. Within the framework of the Quality Management Awards, which are held annually in the tourism sector in Turkiye, the companies that received awards in 2019 and provide cloud software services to hotels in online marketing were selected as research samples and content analysis was carried out on the websites of these companies. Based on the context of content analysis, it is found out that the cloud-based services offered to hotels in the field of online marketing are provided with nineteen service sizes in five different categories in terms of purpose and scope. Information about the types of services related to the detected categories are provided in the findings section of the research.

Keywords: Hotel Online Sales and Marketing, Hotel Cloud and Web-Based Services

INTRODUCTION

With the rapid development and expansion of the internet and mobile technologies, enterprises can reach their goals more efficiently by preferring the digitization path. Marketing distribution channels are one of the areas where hotel businesses use these technologies. Nowadays, when the importance of time concept is gradually increasing, hotels need new technologies in order to spread their knowledge and gain superiority to their competitors by forming their strategies in a complex, fast and effective way. Cloud-Based software services are one of the major areas where these technologies are used. A study conducted by Tekin in 2019 concludes that cloud technologies facilitate management in hotels, reduce costs, increase the number of bookings by increasing promotion in the sectoral market and social media, increase success in reputation management and provide effective management opportunities in front-office processes. Thanks to cloud-based software, how hotels do their jobs has been significantly affected, and this effect appears to continue to evolve (Tekin, 2019).

Cloud computing technologies are defined as technology resources and services (Knorr & Gruman, 2008) that enable storing data with shared information on the

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internet using web services (Karabay & Ulaş, 2017), accessing to hardware, software applications, processing power and data (Ciğer & Kınay, 2018), offering in real-time (Yurtsever, 2019) with internet infrastructure in a server connection, quick addition of resources and easy extraction when not in use (Mell & Grance, 2011). The origin of the term "cloud" in the term cloud-based computing represents the internet (Velte, Velte, & Elsenpeter, 2009). The network elements within the network such as client and server computers, routers, switches and gateways, as well as other details, are enclosed in a cloud within the internet (Orka, 2017: 8). With the emergence of the internet in the '90s, businesses began to increase their efficiency in their operations by purchasing software according to their needs. With the development of Internet infrastructure in 1997-2000, the effectiveness of cloud technology in informatics circles started to increase. In these years, the concept of the necessity of having a web page for every business accepted by businesses has made the use of cloud computing widespread (Orka, 2017: 11). Cloud-based applications, which have become common with emerging internet technologies, continue to be accepted and developed over time by creating effective, fast, and practical processes in the management of businesses in various sectors (Oliveira, Thomas, & Espadanal, 2014). One of the areas where cloud-based technologies are widely used is the online marketing distribution channels of hotels in the tourism sector (Nadda, Chaudhary & Arnott, 2020). In this context, this research aims to investigate what current cloud-based services are being implemented in online marketing in the hospitality industry.

LITERATURE REVIEW

With the development of technology, it is not enough for enterprises to produce quality products, and therefore, new technology software services are needed to survive in an intensely competitive environment. Hotels operating in the tourism sector need new technological opportunities, especially cloud-based management services to reach their guest potential with different requests and preferences. In addition, increasing guest value and managing guest satisfaction have become key elements in determining target strategies. It seems that it is not easy for hotels to develop effective strategies on this subject due to reasons such as the fact that today's guests are tourists who are more expert, more educated and interested in global cultures closely. In addition to the various advantages of cloud computing services, it has been determined that they contribute significantly to the quality of service that has become one of the most important factors for businesses today (Yurtsever, 2019). Cloud-based software services can provide hotels with a variety of opportunities and advantages on criteria such as cost, quality of service, and flexibility. With professional software providers providing cloud-based services, guests can access hotel applications from anywhere at lower costs. Moreover, they are able to outsource these jobs and implement them with better quality without employing more staff in the IT departments within the hotels (Seyrek, 2011).

Cloud computing systems perform their services with three basic service models. These service models are software (SaaS: Software as a Service), platform (PaaS: Platform as a Service), and infrastructure (IaaS: Infrastructure as a Service)

service models (Mell & Grance, 2011). These service models are presented in Table 1.

Table 1: Cloud Technology Service Models

	Cloud client **PC, Laptop, PDA, mobile phone, tablet etc.**
	⬍
Software	**SaaS (application-software)** CRM, E-mail, Communication, Virtual Desktop, Games
Platform	**PaaS (platform)** Google App. Engine, Azure Service Platform, Database, Web Server, Development Tools
Infrastructure	**IaaS (infrastructure)** Virtual Machines, Storage, Network, Amazon Web Services, GoGrid, 3Tera

Source: Tekin, 2019

In the Application/Software as a Service (SaaS) model, software providers install and operate software that will operate over the cloud. Hotels access software in the cloud through software providers. In this model, hotels do not manage the cloud platform and infrastructure of the operating application. Thus, the need for the related software to be installed and run on the hotels' computer systems is eliminated. However, it is possible to access through a browser connected to the internet from anytime and anywhere. In addition, support and maintenance services become easier (Ramkhelawan, Cadersaib, & Gobin, 2015).

In the Platform as a Service (PaaS) model, cloud service providers deploy a kind of information processing platform that hosts development, database, programming language execution environment, and test operations as well as web servers in the operating system that software needs. Software developers can develop on this platform by running their own software products without the need to manage their hardware and software divisions, without facing purchase costs and difficulties (Imhanwa, Greenhill, & Owrak, 2015). The equivalent of this in the hospitality sector is that the software providers can update their cloud-based services such as online channel manager, online reservation engine, and cloud PMS to increase efficiency within the framework of demands and developments (Yurtlu ,2020).

Infrastructure as a Service (IaaS) model is the most basic cloud service model. Cloud providers offer servers as virtual or physical machines over the internet. Infrastructure services such as server, network, and storage are provided in this model. Software providers who purchase this service to place the software in the cloud upload their operating software interfaces and applications to the cloud.

Almost all of the internet-based sales and marketing information products offered to the hotels by software providers are uploaded to the cloud in order to be offered to the hotels in this model (Yangui, Glitho, & Wette, 2016).

Businesses can use their cloud-based services in their own cloud systems, as well as run them from public cloud systems by renting (Ciğer & Kınay, 2018). They can also benefit from application methods where private, community, public, and hybrid cloud systems can be used (Mell & Grance, 2011). In this respect, businesses can determine their choice of a private, community, public, or hybrid cloud system, described as distribution models, based on financial and technical opportunities and risk conditions (Pazowski & Pastuszak, 2013).

In the literature, there are significant studies that focus on the use and application of cloud-based information technologies in businesses (Gökalp & Eren, 2016; Schneider, 2012; Na, Xueyuan & Yulian, 2016), advantages and benefits to businesses (Etro, 2009; Marston, Li, Bandyopadhyay, Zhang & Ghalsasi, 2011), impact on the success of hotel enterprises (Tekin, 2019) and the advantages it provides in hotel management systems (Cloud PMS) (Gulmez, Ajanovic & Karayun, 2015). However, no research on the current cloud-based applications presented in the marketing activities of hotels in Turkiye has been found as a result of the literature review. In this sense, the aim of this research is to identify the current cloud-based software services offered to hotel businesses in marketing activities and to contribute to the literature on this subject.

METHOD

The content analysis (Bayram & Yaylı, 2009: 359) method, which is one of the qualitative research methods, is used to collect data within the scope and purpose of this research for determining cloud-based software services used in online marketing of hotels in Turkiye. Content analysis is the systematic, detailed, and careful study of a certain amount of material and its interpretation in the form of themes, patterns, assumptions, and meanings (Berg & Lune, 2019: 344). In this research, reviews are made using a screening model on websites.

Research Context, Sampling and Data Collection

When selecting a research context or universe, studies in a specific region or a limited area can usually only reveal the results in the environment where the sample is based on the research universe. In this context, the validity, reliability, consistency and credibility of research with many qualitative methods may also be problematic as a result of faulty method or sample selection (Baltacı, 2018: 231). For this reason, it is important that the results of the research universe selected for data collection are universal. Turkiye reached the sixth-highest number of tourists in the world in 2018, according to the World Tourism Organization's (WTO) September 2019 barometer (Culture and Tourism Ministry, 2019). Additionally, at the Global Tourism Forum (GTF) in 2019, former President of France Hollande highlighted that Turkiye's hospitality sector is among the best examples in the world (Finans Gundem, 2019). These developments show that Turkiye is among the countries that have a voice in tourism and hotel management throughout the world. Accordingly, it can be

suggested that the activities implemented in the Turkish hospitality sector have universal characteristics.

In this study, within the framework of the Quality Management Awards, which are held annually in the tourism sector in Turkiye since last ten years, the companies that received awards in 2019 and provide cloud software services to hotels in online marketing were selected as research samples. Quality awards are known to be the most effective driving force in improving performance on the basis of national economies in general and businesses in particular (Beşkese, 2001). In addition, it has been determined that the operating performance of the companies that have received awards in the field of quality awards has increased and improved (Corredor & Goni, 2010; Hendricks & Singhal, 1997). In this context, Quality Management Awards are recognized by industry professionals as the most comprehensive tourism awards given to local companies in the Turkish tourism sector and have been held annually for the last decade (GM Dergi, 2019; Turizm Gazetesi, 2019; Turizm Gunlugu, 2019). The most recent awards, which took place in December 2019, were attended by 105,254 people over the internet and awards were given in 65 categories, in a total of 9 branches. Within the framework of the awards, it was determined that companies were awarded in three categories for cloud software service in online hotel marketing, and three software companies were awarded. The awarded companies received awards in the categories "Turkiye's Best Managed Digital Marketing Support Company", "Turkiye's Best Managed Online Sales Management Software Company," and "Turkiye's Best Hotel Management Software Company" (QM Awards, 2019). Within the scope of the research, content analysis was carried out using the screening model on the websites of the three companies that received the award to determine the current cloud-based software used in online marketing of these hotels.

RESULTS

Content analysis of the websites of the three award-winning software companies in the research sample was conducted. Within the context of content analysis, it was determined that hotels were provided with nineteen types of cloud-based services in the field of online marketing. Related services are grouped into five different categories in terms of purpose and scope. These services and categories are given in Table 2. In Table 2, companies offering the corresponding cloud-based service are shown with the sign "+" and businesses that do not have the relevant service on their website are left blank.

Table 2: Cloud-Based Services Offered to Hotels in Online Marketing

Cloud-Based Service Categories	Cloud-Based Services	Turkiye's Best Managed Digital Marketing Support Company	Turkiye's Best Managed Online Sales Management Software Company	Turkiye's Best Hotel Management Software Company
Content Creation	Website Creation and Design	+	+	
	Digital Production Management	+		
Distribution Channels Management	Channel Manager	+	+	+
	Online Reservation Module	+	+	+
	Search Engine Optimization (SEO) Service	+	+	+
	Mobile Compatible Services	+	+	+
	Competitor Price Tracking Software			+
	Detailed Analytical Reports	+	+	+
	Online Hotel Advertising	+		
Activity Management	Call Center Integration	+	+	+
	Third-Party Software Integration		+	+
	Mobile Applications for Guests	+		+
	Artificial Intelligence (icibot) Application	+		
	Cloud-Based Hotel Management System (Cloud/Web PMS)			+
Social Network and Reputation Management	Customer Relationship Management (CRM) System	+	+	+

	Review Sites Integration	+	+	+
	Online Reputation Management	+		
	Social Media Management	+		
Revenue Management	Online Payment Systems	+	+	+

When the web sites of three companies that received Quality Management Awards and provided cloud-based services for hotels in online marketing are analyzed through it has been determined within the scope of cloud-based services offered to hotels in online marketing that nineteen cloud-based services are provided in five different categories including Content Creation, Distribution Channels Management, Activity Management, Social Network and Reputation Management, and Revenue Management. As seen in Table 2, among the cloud-based services that are used in the online marketing of the hotels, channel manager, online reservation module, customer relations management (CRM) system, review sites integration, online payment systems, search engine optimization (SEO) service, call center integration, mobile compatible services, and detailed analytical reporting service were found to as the services commonly provided by all three companies. It was also indicated that the two companies offer web site creation and design, third-party software integration, and mobile applications services for guests. In addition to these services, competitor price tracking software, online reputation management, social media management, digital production management, online hotel advertising, artificial intelligence (icibot) application, and cloud-based hotel management system (Cloud/Web PMS) were determined to be provided by only one company. In this section, the contents of the services of each category of service are presented in order with the information received from the companies' websites.

Content Creation

It was determined that the service providers in the Content Creation category offer Website Creation and Design and Digital Production Management services.

Website Creation and Design

It was found out that cloud-based service providers create and design sales-oriented user-friendly websites that can be easily managed with content management systems, compatible with current search engines and mobile technologies, and designed for hotels (Webius Digital, 2020a). Within the scope of QM 2019 Quality Management Awards, it was determined that two companies providing cloud service for hotels in online marketing offer website creation and design services.

Digital Production Management

It was indicated that hotels were provided with services for establishing their digital visibility in the field of online marketing. This includes the management of social media and advertising video shoots, architecture, in-room and aerial

photo and video shooting services, and the other related services on online distribution channels (Webius Digital, 2020b). As part of the QM 2019 Quality Management Awards, a firm providing cloud service for online marketing to hotels has been identified as offering digital production management service.

Distribution Channels Management

In the distribution channels management category, it was discovered that service providers offer Channel Manager, Online Reservation Module, Search Engine Optimization (SEO) Service, Mobile Compatible Services, Competitor Price Tracking Software, Detailed Analytical Reports, and Online Hotel Advertising services.

Channel Manager

Efficiency management and revenue management, which is an important part of the management process of hospitality enterprises today, is the sales marketing approach that enables the service to reach the right consumers at the right price, at the right time and through the right channel (Ateş & Yurtlu, 2019). Hospitality businesses can control their prices and quotas quickly with the equal prices in online sales channels by using secure XML connections with channel manager software, connecting to online travel sites with a central and single cloud application, and minimizing the risks with central inventory (Hotel Runner, 2020a). Within the scope of QM 2019 Quality Management Awards, all three companies providing cloud service for online marketing to hotels have been identified as offering Channel Manager service.

Online Reservation Module

It is seen that the hospitality enterprises that aim to benefit from the advancing technology and its facilities direct sales of the rooms within the corporate website services through the so-called online reservation module in sales marketing activities to reach potential consumers (Saçlı & Yurtlu, 2019). Thanks to the online booking modules, these companies can save time and increase their income by disabling intermediaries in room sales. In addition, depending on the sales policies, hotels can also apply special promotions to their guests through online booking modules (Webius Digital, 2020c). In terms of QM 2019 Quality Management Awards, it has been determined that all three companies providing online cloud service to hotels offer online reservation module service.

Search Engine Optimization (SEO) Service

With the website search engine optimization service, hotels' websites are optimized with search engines, and organic ads are created by making necessary improvements and maintenance. Thus, both the decrease in advertising budgets and higher visibility in search engines can be achieved. For this purpose, the search engine results of hotels' websites should be determined and analyzed. However, it may take some time to get the organic results of SEO services by experts. On the other hand, it is significant to use social media networks effectively. In addition, Google Custom Search Engine modules are used for the optimization of the pages in Google indexes (Webius Digital, 2020d). Within the scope of QM 2019 Quality Management Awards, it has been determined that all

three companies providing cloud services for hotels in online marketing offer SEO services.

Mobile Compatible Services

With mobile-compatible services, hotels can offer their guests the promotion of their websites and online booking opportunities via mobile phones. Most last-minute bookings are made via mobile phones. Thanks to mobile compatible applications, guests can find the location features of the facilities and make reservations via mobile-compatible booking modules (Hotel Runner, 2020b). As part of the QM 2019 Quality Management Awards, all three companies providing cloud services for online marketing to hotels have been identified as offering mobile-compatible services.

Competitor Price Tracking Software

Price tracking software allows hotels to instantly track the online sales prices of the competing companies they have determined. Thus, hotels can analyze the prices of their competitors in online sales channels and determine the strategies to create the right price for maximizing their profitability and occupancy rates (Elektra, 2020a). In line with the QM 2019 Quality Management Awards, one company providing cloud services for online marketing to hotels has been found to offer competitor price tracking software services.

Detailed Analytical Reports

Software providers providing cloud-based services for online marketing to hotels enable detailed analysis of hotels' online visitor and booking traffic on a single platform. In this way, hotels can track all online activities by accessing all the information they need about website visitors through a single management panel. Thus, they can generate reports for each online sales channel and analyze the results. As a result, they are able to identify the best-selling and underperforming sales channels. In light of detailed reporting, hotels can use their marketing budgets in the best possible way to identify the factors that turn their visitors into guests (Hotel Runner, 2020c). As part of the QM 2019 Quality Management Awards, all three companies providing cloud services for online marketing to hotels have been found to offer detailed analytical reporting services.

Online Hotel Advertising

It was understood that effective advertising methods are used for online advertising solutions for hotels with the aim of providing direct traffic to the hotel website reservation module and call center. This service includes applications such as Google Adwords, Yandex Direct, Real-Time Bidding, and Social Media Ads. Through this service, hotels transfer their advertising targets to the relevant service provider to increase their turnover or brand awareness. In addition, hotels communicate their goals, target groups, and product dynamics. Accordingly, the service provider company offers online advertising solutions for hotels (Webius Digital, 2020e). In the context of the QM 2019 Quality Management Awards, one company providing cloud service for online

marketing to hotels has been identified as offering online hotel advertising service.

Activity Management

In the activity management category, it was determined that service providers offer Call Center Integration, Third-Party Software Integration, Mobile Applications for Guests, Artificial Intelligence (icibot) Application, and Cloud-Based Hotel Management System (Cloud/Web PMS).

Call Center Integration

Through call center integration, all calls can be managed through a single program. In addition, this information can be matched with the information in customer relations management (CRM). With cloud-based call center integrations, hotels can match their calling phone numbers with calls registered to hotel guest cards. Detailed reports can be obtained according to the content of the calls. In addition, past profile information can be accessed immediately, and all detailed information such as previous stays, complaints and questionnaires can be displayed on a single screen. At the same time, the call center staff can perform the reservation process in a practical way by collecting the instant payments of the reservations and transmitting the reservation confirmations to the guests via the reservation module (Elektra, 2020b). With regards to QM 2019 Quality Management Awards, it has been determined that all three companies that provide cloud services in terms of online marketing to hotels offer call center integration services.

Third-Party Software Integration

As part of the QM 2019 Quality Management Awards, two companies providing cloud services for online marketing to hotels have been identified as offering third-party software integration. It has been determined that the hotel management software company of these companies provides integration services with third-party software such as door lock systems, energy systems, IP and Pay TV, and telephone operator in the hotel management systems (Elektra, 2020c). On the other hand, it has been found out that the hotel online sales management company provides integration with the hotel management systems (PMS), enabling past reservation and room information, availability and price updates, and reservation changes on a single platform (Hotel Runner, 2020d).

Mobile Applications for Guests

Thanks to mobile applications that can be developed specifically for hotels, a new communication channel is created between the guests and the hotels. With the help of the relevant applications that can be downloaded free of charge from the application markets, guests can access detailed information about the hotels before their arrival (Webius Digital, 2020a). In terms of QM 2019 Quality Management Awards, it has been determined that two companies that provide cloud services in terms of online marketing to hotels offer mobile applications for their guests.

Artificial Intelligence (icibot) Application

Icibot apps, which serve as a mobile personal holiday assistant that guests can access via Facebook Messenger without installing another app, have been found to be offered to hotels in online marketing. Icibots provide information services to hotel guests through their constantly evolving infrastructure with artificial intelligence support from the booking phase to the post-holiday stages. Thanks to Icibots, hotels can have a new sales channel, get the opportunity to manage all the requests of their guests in a practical way, can be informed about the expectations of all guests with central systems, reduce the disruptions and therefore negative comments, increase the frequency of arrival again by leading the guests to share their experiences, and have increased guest loyalty (Webius Digital, 2020f). In the context of the QM 2019 Quality Management Awards, one company providing cloud service for online marketing to hotels has been found to offer the artificial intelligence (icibot) application service.

Cloud-Based Hotel Management System (Cloud/Web PMS)

Hotel management system (PMS) service is also found to be offered within cloud-based services. There is no initial investment cost involved in the cloud-based PMS. The cloud-based PMS can be used via mobile devices and computers via internet connection. Additionally, there are no costs such as servers, server licenses, backup and virus programs that need to be renewed every few years. Almost every function in traditional hotel management systems is also observed in the cloud-based PMS (Elektra, 2020d). As part of the QM 2019 Quality Management Awards, one company providing cloud service for online marketing to hotels has been identified as offering cloud-based hotel management system (Cloud/Web PMS) service.

Social Network and Reputation Management

It is determined that the service providers in the Social Network and Reputation Management category offer the Customer Relationship Management (CRM) System, Review Sites Integration, Online Reputation Management, and Social Media Management services.

Customer Relationship Management (CRM) System

Customer relations management systems enable detailed and special services to be followed and offered in order to maximize guest satisfaction. Thanks to these systems, all kinds of guest information is archived, and work orders are automatically forwarded to all relevant departments. For example, orthopaedic bed request, preferred daily newspaper, allergic condition of the guest or gifts to the guests who are constantly arriving can be provided with an effective service through the guest relations management system (Elektra, 2020e). With regards to the QM 2019 Quality Management Awards, it has been determined that all three companies providing cloud services for online marketing to hotels offer CRM management system service.

Review Sites Integration

Hotels can make guest comments and promotional articles about them visible on their own web pages through their review sites integration on the internet. For example, through this integration, hotels can offer comments on review sites

such as TripAdvisor directly to their visitors on their own web pages. It is intended that visitors can complete the reservation on the hotel's own page and do not need any other web site for more information. Hotels can also integrate online booking modules with related review sites to increase the number of bookings made directly through their own booking channel (Elektra, 2020f). In terms of the QM 2019 Quality Management Awards, all three companies providing cloud services for online marketing to hotels have been identified as offering review sites integration services.

Online Reputation Management

Through online reputation management, it has been determined that revenue-raising services related to the presence of hotels in the online environment are provided. These services include ethical and fast online comment collection, offering practical survey solutions to guests, management and reporting of evaluation sites, and answering comments on behalf of hotels (Webius Digital, 2020g). With relation to the QM 2019 Quality Management Awards, one company providing cloud service for online marketing to hotels has been found to offer online reputation management service.

Social Media Management

By means of social media management service with a focus on hospitality, it has been found out that this service provides the creation and tracking of social media content in foreign languages that appeal to the markets of hotels every day (Webius Digital, 2020h). As part of the QM 2019 Quality Management Awards, one company providing cloud service on online marketing to hotels has been found to offer social media management service.

Revenue Management

In the Revenue Management category, it has been determined that service providers offer Online Payment Systems Service.

Online Payment Systems

Online payment systems provide instant secure online payment collection through the hotels' own website, which is a direct booking channel. These systems are integrated with various online payment platforms, banks providing virtual pos and payment system and allowing payment through credit card and PayPal (Hotel Runner, 2020e). In the context of the QM 2019 Quality Management Awards, all three companies providing cloud service for online marketing to hotels have been identified as offering online payment systems service.

CONCLUSION & DISCUSSION

In the light of technological developments in the hospitality sector in tourism, it has been determined in the content analysis that cloud based software systems are used in content creation, distribution channels management, in-hotel activity management, social networks and reputation management and revenue management. Within the scope of this research, cloud-based applications for online marketing of hotels were analyzed. The sample selected in terms of current and universal applications is cloud-based service providers in online

marketing in the hospitality sector, which received awards at the Quality Management Awards held by tourism industry professionals in December 2019 in Turkiye. Within the scope of the QM Quality Management Awards, it was determined that the three software companies that received the award provided cloud-based software services in online marketing to hotels with nineteen service models in five different categories and what the content of these services was. In future research, it is recommended to conduct detailed research with software providers using qualitative methods. Digitalization in the hospitality sector may lead to new job opportunities and may lead to reductions in existing jobs. In this context, it is recommended that contemporary online marketing courses be included in the curriculum of tourism high schools and related departments of universities. In addition, it can be suggested that it will be beneficial to train staff in these branches by providing agreements and protocols with software companies providing online distribution services as well as hotels and travel agencies for internships and integration of schools.

In recent years, especially cloud-based hotel management systems have been introduced to the hospitality sector by software companies as quickly as in other cloud-based applications. In this context, it can be predicted that hotel departments will switch from desktop computers to internet-connected screens only. Moreover, this technological transformation can lead to significant changes in hotel receptions and even the removal of the use of reception desks. Although new technological developments provide great ease in the operation of hotels, one must keep in mind that the production of hotels are the services they offer. It can be argued that changes in departments and business models transformed by digitalization will always continue. However, the hospitality industry will always need the human factor when it comes to quality, both in direct and indirect services. Therefore, it is important to carry out this and such research on specific periods and to carry these subjects into the academic literature to make strong ties with the sector sustainable.

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EFFECT OF GREEN HR PRACTICES ON EMPLOYEE ENVIRONMENTAL COMMITMENT THROUGH ENVIRONMENTAL SUSTAINABLE ENGAGEMENT: EVIDENCE FROM GREEN HOTELS IN TURKEY

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INTRODUCTION

Due to rapid growth of the tourism and hospitality industry, the environmental protection became an important issue for the firms (Brammer et al., 2012; Lee & Klassen, 2016; Singh et al., 2020; Zhu et al., 2017). Employees are considered as the agents who implement the strategies and policies of their organizations (Daily et al., 2009; Ogbeibu et al., 2020), so that in order to implement green goals of the organizations, the employees should think green and adopting green behaviors that fits to the goals of their organizations (Ones & Dilchert, 2012). The current study focuses on GHRP and the willingness of the employees of the organization in tourism and hospitality industry in terms of engagement and commitment to be embedded in pro-environmental behaviors. Effects of EEC through GHRP has been rarely tested. Moreover, scholars have made significant contribution to categorizing correlates of engagement (Saks, 2006) but has remained ambiguous whether ESE, can mediate the relationship between GHRP and EEC. There are several contributions to implement GHRP in organizations particularly in green hotels in Turkey. Firstly, adopting GHRP results in competitive advantage as nowadays companies are aware of environmental issues and try to adopt green certificate in order to compete in the market. Secondly, since the attention on sustainability increased among the tourists, their responsibility of being green and environmentally friendly increased and hotels that recruited employees acting pro-environmental help the hotels to convert their customers to loyal customers. Finally, being green results in engagement and commitment to environment that help to reduce carbon emission.

LITERATURE

The GHRP implied to emphasize the pro-environmental values and green behaviors such as reduction in pollutions among the employees at workplace (Tang et al., 2018), and the result of implementing GHRP are the sustainable strategies for the organizations (Pham et al., 2019; Renwick et al., 2016). GHRP used as effective way to foster the pro-environmental behaviors among the employees (Luu, 2018). In this study the GHRP are training, empowerment, and reward. In order to increase the EEC among the employees of the organizations in tourism and

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hospitality industry, GHRP should be received by the employees from the management, and when is happening the employees make attributions about the organizational commitment (Dumont et al., 2017; Paillé et al., 2020; Renwick et al., 2013). According to the literature, it can be concluded that implementing GHRP, considering the training as the first element of GHRP, prepare the employees to value the pro- environmental behaviors, at the same time the empowerment as another element of GHRP let the employee to freely adopt the pro-environmental behaviors and after the training received they can make decision in order to sustain the environment, and lastly the reward and cognition encourage the employees to show more pro-environmental behaviors when they see that their pro-environmental behaviors are being monitored and rewarded by the management. Thus, this study, develop and test a conceptual model using structural equation modeling to test the hypothesis as below:

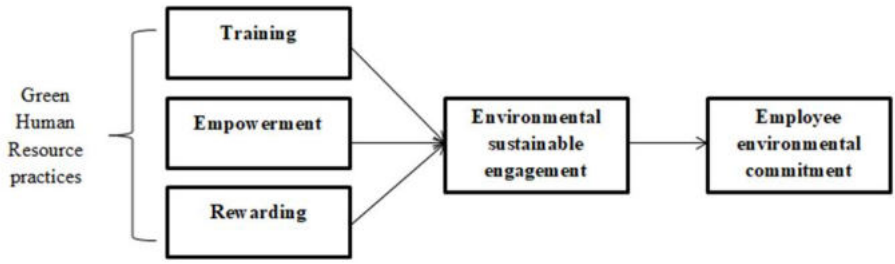
H1a. Training is positively related to ESE.

H1b. Empowerment is positively related to ESE.

H1c. Rewarding is positively related to ESE.

H2a–c. ESE mediates the positive relationships between training (**H2a**), empowerment (**H2b**), and rewarding for pro-environmental behaviors (**H2c**) and EEC.

Figure 1: Proposed Model



METHOD

Quantitative research method has been used in this study due to its ability of generalizing the results (Kimiyaghalam & Yap, 2017; Yap, 2017). The data will be collected through survey questionnaire. The population of this study are full-time employees of green hotels in Turkey. According to *Green Globe* institution there are seven green hotels in Turkey. Back-translation technic will be used since the original version of the items are in English language and the Turkish version of the questionnaire will be distributed among the participants. The data will be analyzed by using Structural equation modelling to evaluate the model and test hypothesizes.

RESULTS

The confirmatory factor (CFA) will represents all constructs of this study that are the GHRP, ESE, and EEC whether fit to the data or not. The means, correlations, standard deviations, and reliability of the aforementioned constructs will be provided in separate table. The all hypothesis of this study will be tested to check

whether GHRP positively and significantly affects the ESE. The mediation effect of ESE between the relationship of GHRP and EEC will be tested as well.

CONCLUSION

This study concludes that GHRP will significantly affects the ESE which is in lined with former study (Yap & Chin, 2019). Therefore, this study will illustrate that GHRP foster the sustainability engagement of workforces and organizations can have more retained employees. Moreover, this study will prove that higher sustainability engagement results in higher environmental commitment among the employees. Organization can benefits from employees who are engaged and have higher commitment to sustainable development of tourism and hospitality industry through saving resources and being efficient. Embedding with pro-environmental attitudes and behaviors may attract diverse variety of visitors with different kind of expectations for any organizations that provides good or services in tourism and hospitality industry.

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DOES THE EXISTING OF QUALIFIED ACTIVE TRANSPORTATION FACILITIES INFLUENCE TOURISTS' WORD OF MOUTH INTENTION THROUGH DESTINATION IMAGE? THE CASE OF NORTHERN CYPRUS

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INTRODUCTION

Sustainability is one of the most important terms in the tourism framework (Han, Meng, & Kim, 2017). Under this context, transportation modes and facilities like buses, walking and cycling are considered as vital elements to endorse sustainability (Han, Meng, & Kim, 2017). To promote sustainability in tourism, tourists are encouraged to use more active transportation modes while they are visiting the destination (Hall et al., 2017; Hall, Ram, 2018). Impact of transportation on destination image is exist in recent literature (Loi et al., 2017). Transportation is one of the factors which can affect destination image (Llodra-Riera, Martnez-Ruiz, Jimenez-Zarco, &Izquierdo-Yusta, 2015;Loi et al., 2017).Also, previous study proved that existing of qualified local transport can affect tourists' destination image and perception (Law, 2002; Loi et al., 2017). By considering important role of transportation in tourism and respect to sustainable transportation and lack of empirical studies on in-destination transportation in tourism; and impact of transportation facilities' quality on destination image (Hunter, 2016; Loi et al., 2017); in this study we test the influence of existence of active transportation facilities in terms of walking and cycling as sustainable transportation modes on positive word of mouth by mediating role of destination image.

LITERATURE REVIEW

Transportation is a complementing factor in tourism (Loi et al., 2017). To promote sustainability in tourism, tourists are encouraged to use more active transportation modes while they are visiting the destination (Hall et al., 2017; Hall, Ram, 2018). Walking and cycling are considered by means of "active transportation" as a sustainable transportation (Dehghanmongabadi, Hoşkara, 2018). Transportation is usually considered as an element to bring tourist to destination and versus versa; and enable them to visit sites in destination (Sorupia, 2005; Loi et al., 2017), by itself, it becomes one of the most important parts of travelers' experience (Duval, 2007; Loi et al., 2017). Well-developed system of transportation has a positive effect in creating favorable destination image (Mandeno, 2012; Loi et al., 2017). In the framework oftourism, Crompton (1979, p. 18) defines image as "the sum of be liefs, ideas and impressions that a person has of a destination." As a result of attractive destination image, tourists

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are become more loyal and intended to recommend (Mohan, 2010; Liu, Li, Kim, 2017). Loyal travelers are giving competitive advantage to tourism destinations; thus, determination of reasons why tourist willing to revisit and recommend a destination is important (Li, Yang, 2015; Liu, Li, Kim, 2017). Destination image have an important effect in predicting travelers' behaviors and there is a positive relationship between destination image and behavioral intentions like intention to recommend (positive word of mouth) (Prayag et al., 2017).

METHOD

Data were collected from tourists in touristic destinations in Northern part of Cyprus. Lacking of public transportation facilitiesand high expenses of private taxi, and suitable Mediterranean climate for walking and cycling in four seasons of a year are reasons that encouraged us to choose this destination. Survey questionnaire method was used in this study; the questionnaire was in four sections: (1) existing of qualified walking and cycling infrastructure; (2) destination images; (3) word of month; (4) demographic information. In section one respondent were asked to answer in four-point scale (poor to excellent); and in section 2 were asked to answer five-point scale (strongly agree to strongly disagree); and in section 3 they were asked to answer five-point scale (recommend very little to recommend very much). Since the study carried out in Northern Cyprus the measurement items were written in English then translated to Turkish. Back translation method used to avoid any mistake. Data were collected in both Turkish and English languages. We did pilot study to test correction of all measurements before starting to distribution of questioners. SPSS statistical program was used to do statistical analyze for our quantitative research.

RESULTS

As seen in Table 1, there are 155 female and 125 male participants in the research. At the same time, the majority of the participants are single people (51.1%). When the age information of the participants is examined, there are 82 people between the ages of 41-50, while 61 and above are 5. Finally, when the educational information of the participants is examined, the majority of the participants is university and above educated (44.3%), while the minority is Junior High School (8.9%).

Table 1: Demographic Results

		N	%
Age			
	20 or Below	15	5.3
	21-30	57	20.3
	31-40	75	26.8
	41-50	82	29.3
	51-60	46	16.5
	61 or Above	5	1.8
Gender			
	Male	125	44.6
	Female	155	55.4
Education			
	Primary Education	35	12.5
	Junior High School	25	8.9
	Senior High School	32	11.5
	Junior College	64	22.8
	University or Above	124	44.3
Marital Status			
	Single	143	51.1
	Married	115	41.1
	Divorced	22	7.8
Total		**280**	**100**

Factor analysis was performed by using varimax method to ensure its validity in the research. When the results of walking and cycle scale, which are two dimensions of active transportation, are analyzed as KMO and Bartlest, KMO test of 0.81, Bartlest test p = 0.000, KMO test of 8 scale scale survey 0.895, Bartlest test p = 0.000, 8 scale destination image survey, KMO test 0.898, Bartlest test p = 0.000, 8-scale cycle survey KMO test 0.832, Bartlest test p = 0.000, 3-scale word of mouth survey KMO test 0.848, statistically significant Bartlest test p = 0.000 correlations show that it is large enough for factor analysis. Moreover, the total variance of 10 scales of from 8 walking was 65.121%, eigenvalue was 5.185, cronbach alpha value was 0.912, the total variance of 8 scales of from 5 cycle was 55.143%, eigenvalue was 4.190, cronbach alpha value was 0.815, the total variance of 8 scales of from 7 destination image was 52.145%, eigenvalue was 5.185, cronbach alpha value was 0.912, the total variance of 3 scales of from 3 walking was 35.121%, eigenvalue was 1.198, cronbachalphavaluewas 0.823.

Table 2: Regression Analysis

Variables	**B**	**S.E**	**T-value**	**β**	**p-value**	**F**	**R^2**
Dependent Variables: **Word of Month**							
Constant	1.130	0.173	3.984*	=	0.000		
Age	0.148	0.113	2.840*	0.179	0.000		
Gender	0.030	0.068	1.103	0.049	0.663	6.125	0.225
Walking	0.240	0.089	3.245*	0.276	0.000		
Cycle	0.195	0.065	2.995*	0.215	0.000		
Destination Image	0.395	0.320	4.463*	0.456	0.000		

Note: * p<0.001

According to regression analysis in table 2,our dependent variable is determined as word of mouth and our independent variables as gender, age, walking, cycle and destination image.when beta coefficient is examined, it is seenthat Word of month has significantrelation with age, activetransportationvariables (walkingandcycle)anddestinationimageseparetly (beta=0.179;0.276;0.215; 0.456). Moreover, when beta coefficient is examined, it is seen that Word of Month has no significant relation by gender (beta=0.049).

CONCLUSION

Analyzing the outcome of a questionnaire administered to 280tourists visiting Northern Cyprus. As a result, a significant difference was found at the level of $p<0.05$ in the relationship between word of mouth and demographic variable (age), active transportation variables (walking and cycle) and destination image. On the other hand, On the other hand, no significant difference was found in the relationship between the word of mouth and the demographic variable (gender) at the level of $p> 0.05$. Moreover, it is partially mediated the positive relationship between quality of active transportation facilities and qualityof tourist shuttles and to word of mouth.

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THE EMERGENCE OF EXPERIENCE ECONOMY: A CASE STUDY OF TURKISH REPUBLIC OF NORTHERN CYPRUS

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Abstract

The aim of this study is to gain an in-depth understanding on the determining factors influencing tourists' experience economy in Turkish Republic of Northern Cyprus (TRNC). The overall approach in this study has adopted from a perceptual approach regarding tourism development in TRNC and its tourism opportunities and challenges. With abundant natural resources and advances educational, escapist, aesthetic, and entertainment, North Cyprus island has also established considerable investment in tourism-related infrastructure to create positive travellers experience. This research is an original study which has never been examined before in TRNC by shedding new light on the development of North Cyprus island.

Keywords: Turkish Republic of Northern Cyprus, tourism planning, experience economy, memorable tourism experience

INTRODUCTION

A significant number of service firms including tourism and hospitality resources and planners are dedicated to anticipating and forecasting growth patterns of the world economy. Despite the importance of the tourist experience economy, little is known about the factors affecting memorable tourism experiences (Mathisen, 2012; Zatori & Beardsley, 2017). North Cyprus island enjoys an abundance of natural resource such as sun, sand and sea benefits which make it well placed to offer tourism services for global markets. North Cyprus, officially known as the Turkish Republic of Northern Cyprus (TRNC), is a *de facto* state that comprises the north and north east portion of the island of Cyprus. Tourism has significantly contributed to the TRNC's GDP and in turn the development of the TRNC (Organization State Planning, 2018). TRNC is quite well-known for 3stourism, educational tourism and gambling tourism. This study aims to explore the strengths and opportunities of North Cyprus' attributes contributing the experience economy among tourists. This research contributes to both tourism demand and tourism supply in the TRNC. Not only does this research will be effective for TRNC tourism suppliers to focus on the destination's attributes' strengths and opportunities to enhance tourists' experience economy, and more importantly, the destination's economic benefits, this may aid tourists to increase their awareness and knowledge about the TRNC's attributes and how to create a memorable experience by choosing this destination. While travellers seek memorable experiences through emerging experience economy, North Cyprus island appears to be an interesting platform to study. This study,

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therefore, seeks to analyze the actual and potential capacity of the TRNC to gain an in-depth understanding the determining factors on tourists' experience economy and to create memorable experiences for tourists aiming to enhance their experience economy in TRNC.

TOURISM EXPERIENCE

A tourism system can be defined as a framework that demonstrates the interaction between: tourism supply at the destination, the bridging elements between supply and demand, and tourism demand. The motivation to expand a tourism system heavily depends on demand; extending the interests of tourists not only leads to a greater variety of tourism development at a specified destination but also to greater potential destinations entering into the travel and tour markets. Tourists compare the attributes of destinations when selecting a specific destination. The overall image of a destination is the sum of benefits, ideas and impressions that an individual has regarding a destination, and this image significantly affects tourists' behaviours. The image of the destination is one of the strongest influences on tourists' future behaviour and their experiences. This indicates that individuals may change their perception of the destination after a trip based on their experiences. Experiences are events that engage individuals in a personal way. While the experience itself lacks tangibility, people significantly value the offering because its value lies within them, where it remains long afterward. Tourist experiences at the destination determine customer satisfaction and memorable experiences. These memorable experiences create a valuable outcome, which is known as the experience economy (Pine, Pine, & Gilmore, 1999). Understanding the importance of the experiential components of a destination's attributes is crucial for delivering pleasantly memorable tourism experiences and enhancing the experience economy. Supply management must provide the fundamental and necessary resources, which together create the tourists' memorable overall experience (Ritchie & Crouch, 2003).

Turkish Republic of Northern Cyprus (TRNC)

Cyprus is a small island country located in the Mediterranean. Although the island is rather small, it is known for its long history and rich culture traced back to ancient times around 10,000 years and is one of the oldest civilizations in the Mediterranean. In 1979, the island was divided into two parts: northern Cyprus and southern Cyprus. Thirty seven percent of the island is under Turkish occupation (TRNC), which covers 3,355 square kilometres. The economy of the TRNC is heavily supported by tourism (20% of GDP in 2017), which is very significant compared to other sectors. The net tourism revenue was 865 (million $) in 2017, which increased from $698 million in 2015 and $613 million in 2013. The growth rate of value added in trade-tourism was 9.0% in 2017. In 2017, the number of people employed in the TRNC tourism sector was over 16,699 (Organization State Planning, 2018). TRNC has traditionally been an attraction for 3S tourism (sea, sand, and sun), and has a reputation for its unspoiled areas. The TRNC has a mild climate, rich history and unique nature. This small region has recently experienced a boom in the number of international students choosing to attend the TRNC's international universities as a destination for their

educational goals (Shahgerdi, 2014). Furthermore, tourism providers have now developed alternative types of tourism such as eco-tourism (bird watching, cycling, walking and observing wild flowers), medical tourism, and different types of niche tourism in the TRNC. Casino tourism is one of the most famous types of tourism, which makes a significant contribution to the economy. The TRNC has also emerged as an educational tourism destination in the last decade. Various resources and capabilities have provided significant reasons to attract tourist and travellers to visit TRNC. Among a variety of resources, this study focuses more on attractions, infrastructure, and services/facilities (i.e., tourism supply components) which form and generate memorable experiences for tourists.

(A) Attraction

Attraction is one of the most important pillars of tourism supply. Indeed, without attractions, tourism will not exist. Attractions are the significant elements of the destination tourism supply, with a high capability to attract tourists to the destination. Attractions can be divided into three main groups: (1) primary natural attractions, (2) primary man-made attractions, and (3) purpose-built attractions (Vanhove, 2011).

A significant factor in the TRNC's favour is its incredible *natural attractions*. TRNC has a typical Mediterranean climate, characterised by varied weather conditions during the year, and this has added to the attraction of the small island. Tourists can experience warm and dry summers and mild and wet winters on the island. The TRNC's weather variations provide a truly pleasant holiday for visitors all year round. In the TRNC, there is an extensive coastline for tourists with clean beaches populated by large four- and five-star hotels. The northern and eastern shores of the TRNC are bordered by the crystal blue waters of the Mediterranean. Malibu Beach in Karpaz with clear water is another natural attraction for a memorable swimming experience. More than 400 plant species can be found in the TRNC, which are sufficiently diverse to please everyone. Although the variety of wildlife in the TRNC is not high, there are still many interesting species that can be observed. There are about 350 different bird species in the TRNC. The donkey is a symbol of Cyprus, and many live freely in the Karpaz National Park in the northernmost point of the country. Turtles are very famous on the beaches of TRNC. Tourists and visitors can see turtles on some beaches in the summer when they return for the purposes of nesting. Many visitors, including supporters of endangered animal species, travel to this island on an annual basis to watch and support these turtles. There are two main types of turtles along the coasts of the TRNC, namely Chelonia-Mydas (Yesil Kaplumbaga) and Caretta-Caretta (Sini Kaplumbagasi). Both are listed as endangered species and are under strict protection.

Primary man-made attractions have not been made or conceived for tourism purposes, although they have high capacity to attract tourists (Vanhove, 2011). Karpaz National Park in the TRNC is an example of a man-made attraction. In this national park, a large number of birds of different species, wild donkeys, turtles, and rare flora can be found. Long deserted sandy beaches, ancient towns, tombs, and ruins can also be seen. There are different museums in the TRNC, including:

Mevlevi Tekke Museum in Lefkosa, which was built in the early 17th by Muslims for religious purposes; St. Barnabas museum in Famagusta, which was built in the 6th century. The ruins of Soli in Lefke have a vast amount of cultural significance. Moreover, there are many historical monuments in the TRNC. These integrated monuments are symbols of the civilization, authenticity and integrity of ancient Cyprus. There are many castles in Cyprus, the majority of which were constructed during the Byzantine period. Examples of castles in TRNC include Kantara castle, Kyrenia castle, Buffavento, Ottello, and St. Hilarion. A large number of historical monuments and museums have created a wonderful opportunity for the TRNC to promote cultural tourism.

The third category of attraction is *purpose-built attractions* that are constructed or conceived particularly for tourism purposes (Vanhove, 2011). With its three marinas, North Cyprus has been established "on the map" as an international yachting and marina destination. There are a wide variety of activities, events, and festivals in North Cyprus, such as the Tepebasi Tulip Festival, the International Cyprus Theatre Festival, and the International Bellapais Music Festival. In the last few years, the growth of the spa scene in TRNC has been quite significant. There is an opportunity for tourists to enjoy spas for relaxation and spa therapy. There are various high quality spas and wellness centres in the TRNC, including the Acapulco Spa Resort, Grand Pasha Hotel, Gillham Vineyard, Salamis Bay Conti Resort and Merit Park Hotel. Currently, there are no theme parks in the TRNC, but there are plans to build the first theme park close to Ercan airport. Gifaland theme park is expected to be the first theme park in the TRNC and this represents a step in the right direction for the TRNC economy. Gifaland will create many job opportunities for local people and is expected to a valuable source of income for the TRNC.

(B) Infrastructure

Infrastructure is the second important component of tourism supply. One of the main elements of infrastructure refers to transportation facilities in the destination. Standard roads, modern railway lines, sufficient airports, local transport networks, enough parking facilities, harbours, and boat terminals are some examples of touristic destination transportation facilities. Communication facilities, information systems, sewage, and waste disposal are other type of infrastructure facilities for both tourists and residents.

Currently, there are two international airports in the TRNC. The most important and largest one is Ercan, and the second one is Geçitkale. There are four designated sea ports in the TRNC. Famagusta sea port is known for cargo transportation, Kyrenia sea port is famous for transporting tourists and travellers in and out of the country. The other two main ports are Kalecik and Teknecik, which are facilities for the transportation of oil. All inter-urban transport is by road and there is around 7,000 kilometres of roadways, of which around two-thirds are paved. Despite the richness of attractions, TRNC is facing shortages and certain weaknesses in terms of infrastructure. There is no railway in the TRNC. According to the competitive report for the TRNC, which was prepared by Besin, Sertoğlu, and Ekici (2018), quality of roads (131) and overall infrastructure (133) is low among 137 countries. However, based on the same

source, TRNC was ranked in first place among 137 countries for mobile-cellular telephone subscriptions (Besim, Sertoğlu, & Ekici, 2018).

(c) Services and Facilities

The third pillar of tourism supply is tourism services and facilities. While attractions draw tourists away from their usual environment, facilities serve these tourists when they arrive. Services and facilities do not guarantee that tourism will flourish; however, a lack of facilities will lead to a reduction in the benefits of tourism advancement and development. The service industry is one of the most important sectors in tourism system and makes a very important contribution in creating memorable experience for customers. Because of the very tight competition between companies, they are trying to use competitive strategies to cover more markets and, most importantly, to satisfy customer's needs in the uncertain environment of tourism. To be successful in the service market, the key factor is to focus on the service quality and try to maintain it at a high level. Failures in service delivery will result in service dissatisfaction and dissatisfied customers. Service quality promotes customer satisfaction (Mensah & Dei Mensah, 2018), stimulates revisit intention (Seetanah, Teeroovengadum, & Nunkoo, 2018), and encourages word of mouth (Dowell, Garrod, & Turner, 2019). Customer satisfaction increases profitability (Pooser & Browne, 2018), market share (Becerril-Arreola, Zhou, Srinivasan, & Seldin, 2017), and return on investment (Fornell, Morgeson III, & Hult, 2016).

Tourism providers in the TRNC have been trying to provide all types of accommodation with a range of different star ratings, which fit any taste and budget to satisfy tourists. All five-star hotels offer all-inclusive services, so tourists do not have to pay extra or have to go along way for their needs. Motels, private villa rentals, holiday villages, boutique hotels are some of the other types of accommodation in the TRNC. In total, tourists can enjoy hotels that offer basic facilities and services to luxury resorts with all-inclusive facilities and services. Different facilities are offered on beaches such as sun shades, snack bars, cafes, and picnic areas offering refreshments. Moreover, all beaches are signposted.

Healthcare and services are relatively good in TRNC and there are standard hospitals and medical facilities for both local residents and tourists. Healthcare in the TRNC is very accessible. Hospitals are available in all locations, which provide excellent healthcare. Additionally, there are many pharmacies, which are distributed throughout the TRNC and provide excellent services to their customers. They have a broad knowledge of medical conditions and can provide information or medications that can allow tourists to relax during their holiday in the TRNC. The TRNC banking system has grown rapidly in recent years. These changes have developed a more modern, structured and effective TRNC banking industry. The TRNC has numerous casinos that attract many tourists to this small island on an annual basis. Since gambling is not legal in many countries, tourists are prepared to travel to the TRNC to enjoy playing. There are tennis courts as well as golf courts in TRNC for those who like to be more active when on vacation. Visitors and tourists coming to the TRNC can find a wide range of consumer goods and services. Many of the popular imported brand names are readily available and can be found in local supermarkets. The best selection of shops can

be found in Girne and Lefkosa. There are also some famous markets in the TRNC such as Girne municipal market and Magusta Acik Cuma Pazari.

DISCUSSION AND CONCLUSION

The purpose of this paper is to explore tourists' experience economy in North Cyprus (TRNC). According to Pin and Gilmore (1999), we are in a transition from a service economy to an experience economy. Nonetheless tangible products are just as important as intangible services for creating a memorable experience for tourists. Notably, it is tremendously important for tourism supply to lessen uncertainty caused by service intangibility to satisfy more customers. Usually, clients look for tangible evidence which provide information and confidence regarding the intangible services. It is necessary to consider the special characteristics of destinations before discussing the extent to which the experience concepts can be applied. This research provides information on the tourism supply in TRNC based on attractions, infrastructure, and services/facilities, which are factors that affect the experience economy.

Underpinning the principle of experience economy (e.g., Pine and Gilmore, 1998), TRNC advances educational, escapist, aesthetic, and entertainment to create positive consumer experience. Through educational experience, the TRNC attempts to increase customers' skills and knowledge through giving information in an interactive way. In escapist experience, customers can participate in different activities and events actively. TRNC offers aesthetic experience to customers' amusement, joy and pleasure by being in a sensory-rich environment. Finally, TRNC supplies entertainment experience trough different activities that are designed and offered by tourism providers. Therefore, TRNC tourism can be observed as a destination where tourists can experience all four components of the experience economy.

Different festivals are also held in the TRNC such as Bellapais Music, Lapta tourism, Mehmetcik Grape, Lale and Zeytinlik Olive. These festivals aim to fulfil specific communal purposes, especially in regard to demonstrating the cultural aspects of the TRNC to national and international visitors and tourists. They also provide entertainment, which is particularly important to tourist to enjoy as they experience a sense of participation. Festivals such as these held in the TRNC with different religious, social, or cultural topics seek to inform locals and tourists about destination traditions; the involvement of tourists provide an environment for educational, escapist, and entertainment experience as three components of the experience economy. The Cyprus Choirs Festival is a clear example of the experience economy in the TRNC, where many choirs, choristers, and guests came together from different countries on 2018. Participants shared their skills, abilities and knowledge (educational and escapist experience), and at the same time enjoyed entertainment (entertainment experience), which was provided by the festival organisers. Moreover, many scientific conferences are held in the TRNC, which make a significant contribution to the experience economy. Bubakar, Shneikat, and Boday (2014) conducted a qualitative research to better understand the motives of international students who have chosen TRNC for their education. If examined carefully, some motivations including quality of education, cultural activities, new language, travel experience and

welcoming attitudes of the locals, qualified and friendly academic staff, and natural and environmental factors, can be considered as components of the economy experience, which provided educational tourism for them in TRNC. All of these factors have caused TRNC be a major academic attraction for students seeking to study abroad. The educational tourism supply chain in TRNC attempts to provide all facilities needed for achieving a standard educational system including universities, libraries, laboratories, accommodations, restaurants, festivals, and cultural and recreational activities—all of which create a memorable experience in the TRNC.

The crystal clear seas and golden beaches of the TRNC, which are areas of outstanding natural beauty, have created an alluring destination for tourists who are looking for pleasure and relaxation. Also, the hospitality industry in TRNC is very popular. The service industry in this touristic destination is working based on international standards. The results of Jahani, Avci, and Eluwole's (2018) empirical work on the TRNC demonstrated that both international and national tourists are satisfied with the service quality and recreational activities in the TRNC. The findings showed that tourists' perceived quality and expectation were significantly and positively associated with their perceived value and satisfaction.

Baradarani and Kilic (2018) conducted research to evaluate the relationship between service innovation cultures on new service development. The results of the study indicated that the organizational culture in five-star hotels in the TRNC is service innovation oriented. Under the service innovation culture in organizations, employees can freely communicate by sharing their knowledge and productive ideas, which will facilitate new service development in the hotel. Cultures such as these in organizations enliven employees, make them go beyond the formal job requirements and perform greater employee service innovation behaviours. These productive ideas lead to better performance and create memorable experiences for customers. All this evidence suggests that attractions of all types and services/facilities guarantee an aesthetic experience in the TRNC.

The results of the present study theoretically contribute to the literature, since it is the first review paper to apply the notion of the experience economy within the tourism system in the TRNC. The results of the study contribute to the literature as follows: Firstly, a comprehensive description of the tourism supply in TRNC is presented. Secondly, customers' values, experiences and satisfaction in the TRNC are examined in the context of the tourism system. Thirdly, the weaknesses and opportunities of tourism in the TRNC are discussed.

From the managerial perspective this article makes significant contributions as well. Establishing a perfect experiential environment and understanding tourists' evaluations of the tourism offerings will provide guidance for tourism providers. This guidance will lead to different plans aimed at improving the destination's facilities and services to meet tourists' expectations. These adaptations will lead to higher satisfaction and favourable behavioural intentions among tourists. Therefore, it is recommended that managers and tourism supply in touristic destination conduct surveys to gather information about tourists' expectations to provide better facilities for them.

The importance of strategic planning for success in the tourism system has been emphasised by previous studies (Mussalam & Tajeddini, 2016; Gunn and Var, 2002). Tourists' motivations and preferences are different; therefore, tourism marketers and planners need to concentrate on focus strategy to produce appealing attractions, which are meet customers' need and satisfy them. Additionally, it is necessary for tourism marketers to implement differentiation strategies to create a different and memorable experience for tourists. Based on the wide variety of attractions and capabilities of tourism supply, the TRNC could use focus strategy to target several market segments and design separate offers for each. Moreover, promotional strategies can contribute to improving memorable experiences for tourists.

To succeed in creating economy experience internal marketing will need to establish a memorable moment of truth. Moments of truth are vital for the hospitality industry as an integral part of the tourism system. The hospitality industry is unique in that employees are part of the product (Kotler, Bowen, & Makens, 2003). Empowered frontline employees with autonomy know how to satisfy unhappy customers through recovery performance and extra-role customer services. The managers and employees who understand consumer behaviour will be more successful in predicting and catering to their customers' needs. Satisfied customers have a strong desire to return to the destination. It is likely that these customers will talk with their friends and acquaintances about the experiences they have gained in the destination.

Tourism providers must work on destination infrastructure. The reviewed literature revealed that some customers complained about problems with the domestic airlines, particularly in relation to the service provided on the planes. Accordingly, some recommendations may be beneficial for domestic airlines (Turkish Airlines, Atlas jet, Pegasus), in order to satisfy tourists and customers in general. These airline companies should pay close attention to the technical and physical equipment of the aircraft, such as the aircraft's external and internal appearance, efficient and fast loading procedures, repair, maintenance and technical inspections of the airplane at regular intervals, and more importantly, trained and empowered employees to improve performance and serve the customers. Moreover, they must improve their catering service facilities.

This study has some limitations. The current study reviews on tourism supply (attractions, service/facilities, and infrastructure) of the TRNC as fundamental resources to present tourism services. Moreover, this paper focuses on the potential of the island to enhance experience tourism. It is suggested that future research concentrate on different competitive strategies to improve the experience economy for tourists in this island. Findings will be based on Porter's generic strategies (differentiation, focus, or stuck in the middle).

Moreover, the TRNC hosts countless tourists from different nationalities. Tourists from different cultures have different tastes and preferences. By understanding these preferences, marketers and tourism planners can provide them better services. Therefore, it is recommended that future research segment the tourists' motivation by considering cultural differences among tourists in the TRNC.

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THE EFFECT OF DESTINATION PERSONALITY ON CONATIVE IMAGE

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INTRODUCTION

Tourism destination is a geographic location or region where the tourists and the local community are located together (Tinsley and Lynch, 2001). This geographical location or region has its own characteristics. These features of destinations can be used in customer-based destination equity studies. Destinations can ensure competitive advantage with strong destination equity like well-known brands do it with their strong brand equity. Brand personality, which Aaker (1996) treats as a component of brand association, is considered as destination personality for destinations (Ekinci and Hossein, 2006). Based on Aaker's (1997) definition of brand personality, it is possible to say that destinations may have unique features just like humans and may differ from competitors due to these features, and consequently, all human character traits associated with the destination can be defined as destination personality.

The importance of destination image in the travel decision making process of tourists has been proved in many studies (Woodside and Lysonski, 1989; Baloglu and McCleary, 1999; Gallarza et al., 2002; Echtner and Ritchie, 2003; Beerli and Martin, 2004). Destination image consists of cognitive, affective and conative image dimensions. While cognitive image is defined as personal information and perception about a destination, affective image is defined as the feelings that a destination creates/associates on a person (Baloglu and McCleary, 1999; Beerli and Martin, 2004). Conative image is defined as the individual's actual behavior towards a destination or intention to revisit the destination and recommend the destination to friends and family (Gartner, 1993; Pike and Ryan, 2004; Agapito et al., 2011; Pektaş et al., 2019).

With 22 percent increase in the number of tourists in 2018 compared to the previous year, Turkey was the 6th most visited country in the world (UNWTO 2019). The main purpose of the study is to determine the effect of the destination personality on the conative image based on the destination personality and conative image of Turkey. The data were collected by online survey from foreigners residing in Turkey and from foreigners either visited or not visited Turkey.

LITERATURE REVIEW

With the increase in disposable income and leisure time of the people, destinations have to differentiate themselves from their competitors or carry out

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successful promotion activities (Echter and Ritche, 2003). The destination image defined as the perception of a person about a destination (Hunt, 1975), becomes prominent in tourism marketing strategies (Echter and Ritche, 2003). The destination image consists of three completely different but hierarchically interrelated components. These components are listed as cognitive, affective and conative image (Gartner, 1993). Cognitive image expresses information about the characteristics of the destination, whereas affective image expresses feelings or emotional connection to the destination (Baloğlu and McCleary, 1999). Conative image includes behavioral factors such as intention to visit the destination, recommending destination, and commenting about the destination (Pike and Ryan, 2004). Gunn (1972) treated the destination image as organic and induced image according to the source which it was formed. The organic image is the image created by non-commercial sources, while the induced image is formed by commercial sources. Fakeye and Crompton (1991) named the shaping of the image after visiting/experiencing the destination as complex image. Therefore, the number of images formed according to the origin of the sources increased to three.

The unique features of the destinations that provide them to differentiate from their competitors are important features that can be used in destination marketing studies. The connotations that these features will create on target markets are called the destination connotation, which is one of the components of the consumer-based destination equity (Pektaş, 2017). Aaker (1996) considered brand personality as a component of brand connotation. Ekinci and Hossein (2006) on the other hand, consider brand personality as destination personality in terms of destinations and they define destination personality as all of the human characteristics associated with a destination. According to the authors, the destination personality consists of three dimensions: sincerity, excitement and conviviality.

METHOD

This study was designed as a quantitative study and the data were collected with the help of an online survey. The data were obtained through the questionnaires in English and German from tourists visiting/non visiting Turkey and foreigners residing in Turkey. As the destination personality scale, 24 destination personality variables that Uşaklı and Baloğlu (2011) has used in their study were used in this study by adapting to Turkey. To measure the conative image; the intention of visiting the destination (Turkey), to recommend the destination (Pike and Ryan, 2004; Konecnic and Gartner, 2007; Agapito et al., 2013), sharing positive/negative experiences or thoughts about Turkey with family, friends and on social media were used as variables. The answers of the survey participants were taken with the help of 5-point Likert scale. Survey questions consist of whether they visit Turkey or not, (if visited) which cities they visit and demographic variables. Confirmatory and explanatory factor analyzes and multiple regression analysis were used in the study.

RESULTS

157 people from 33 different countries answered the research questions. Top 4 countries according to participants' residence are listed as Germany (15.3%), Sweden (12.7%), Turkey (12.1%) (foreigners living in Turkey) and Romania.

59.2% of the participants are women, 40.1% are men and 0.6 are LGBT. Confirmatory factor analysis was applied primarily in the destination personality part of the study. Goodness of fit values of the destination personality scale consisting of 5 dimensions were low (χ^2= 575.050, df = 242, χ^2/df=2.376, CFI=0.80, GFI=0.76, RMSEA=0.94). The results did not change by decreasing variables in repeated analyzes. Therefore, an explanatory factor analysis was conducted for the destination personality part of the study and the analyzes were continued. In the explanatory factor analysis, principal component analysis was used. While varimax rotation is used as the rotation method, latent root criterion is used to determine the number of factors. Since the factor load required was .45 for 150 sample sizes, all variables in the scale provided the necessary factor loadings (Hair et al., 2014). After the factor analysis, the number of factors was determined as five. The variables were not gathered exactly under the relevant factors as in the study of Usakli and Baloglu (2011). Therefore, the studies of Aaker (1997) and Usakli & Baloglu (2011) were used in the naming of factors. The results of Bartlett's Test of Sphericity (p value .000, chisquare 1728.9, df 276) and the Kaisere Meyere Olkin Measure of Sampling Adequacy (.920) show that destination personality variables are appropriate for factor analysis.

Table 1: Exploratory factor analysis of destination personality items.

Factors	Factor Loadings	Eigenvalue	Explained Variance	Reliability (Cronbach's alpha)
Sophistication		9,108	37,948	,899
Glamorous	**,789**			
Upper class	**,747**			
Intelligent	**,669**			
Sexy	**,644**			
Trendy	**,635**			
Up to date	**,620**			
Feminine	**,594**			
Successful	**,551**			
Leader	**,515**			
Excitement		1,755	7,311	,789
Imaginative	**,679**			
Young	**,614**			
Daring	**,557**			
Independent	**,549**			
Alive	**,537**			
Vibrant	**,472**			
Sincerity		1,419	5,911	,786
Unique	**,763**			
Good looking	**,760**			
Charming	**,600**			
Friendly	**,582**			
Exciting	**,559**			
Competence		1,324	5,518	,515
Confident	**,687**			
Cheerful	**,622**			
Vibrancy		1,121	4,671	,576
Showy	**,828**			
Energetic	**,629**			
Total variance explained			61,360	

In the explanatory factor analysis performed for the conative image, principal component analysis and latent root criterion were used. After the explanatory factor analysis, conative image was gathered under one factor. The results of Bartlett's Test of Sphericity (p value .000, chisquare 264.619, df 6) and the Kaisere Meyere Olkin Measure of Sampling Adequacy (.710) show that destination personality variables are appropriate for factor analysis.

Table 2: Exploratory factor analysis of conative image items.

Factors	Factor Loadings	Eigenvalue	Explained Variance	Reliability (Cronbach's alpha)
Conative Image		2,643	66,068	,810
Recommendation	**,885**			
Visit Intention	**,854**			
Sharing Experiences and Thoughts	**,812**			
Sharing Experiences and Thoughts on Social Media	**,687**			
Total variance explained			66,068	

A significant regression equation was found (F (5, 151)=15.204, p<,000, R^2=335, R^2Adjusted=313). When multiple regression analysis results are examined, it is seen that the destination personality affects the conative image. Also Tolerance and VIF values of the dependent variables show that there are no multicollinearity problem (Sophistication, Tolerance=.41, VIF=2.46; Excitement, Tolerance=.42, VIF=2.38; Sincerity, Tolerance=.61, VIF=1.65; Competence, Tolerance=.69, VIF=1.47; Vibrancy, Tolerance=.79, VIF=1.30).

CONCLUSION

The results of the study show that destination personality has an effect on conative image. Destination personality, which is defined as attribution of personal characteristics to a destination, affects the behaviors of people (conative image) towards the destination. The scale developed by Usakli and Baloglu (2011) based on the study of Aaker (1997) was used in the study. Firstly, confirmatory factor analysis was used for this scale, but goodness of fit values was not obtained. Therefore, the study continued by using explanatory factor analysis. In the explanatory factor analysis performed, all variables which were used in Usakli and Baloglu (2011), provided the necessary factor loadings, but the variables were not collected under similar factors as in aforementioned study. Therefore, factor naming was carried out by using the studies of Usakli and Baloglu (2011) and Aaker (1997). Turkey is determined as the destination whose personality is measured in the study. It is proven in research sample that the personal characteristics of Turkey affect the behaviors of people about Turkey. The study was carried out with 157 people using the convenience sampling method. In future studies, employing a sample selected by random methods would have more power to represent the universe and would provide more generalizable comments. In addition, the importance of destination personality that affects the conative image should be taken into consideration in future destination marketing studies.

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THE METHODOLOGICAL CONTRIBUTION OF NEUROSCIENCE TO TOURISM DISCIPLINE

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Abstract

Tourism scholars' growing interest in applying neuroscience methods have begun in the 2010s. Most of the relevant tourism studies have applied EEG and eye-tracking methods of neuroscience. In addition to the empirical tourism studies applying the neuroscience tools, only a limited number of conceptual papers have discussed the need for a neuroscientific approach in tourism marketing and management. The purpose of this paper is to introduce the neuroscience methods being applied in tourism studies for several years and to reveal how these methods contribute to the development of tourism discipline. For that purpose, a brief overview of neuroscience methods has been presented and some selected tourism studies performing neuroscientific experiments have been described to demonstrate the research designs, procedures, and results of those studies. By considering these parameters, the methodological contribution of neuroscience to tourism discipline has been discussed. The paper concluded that applying neuroscience methods in tourism mostly contributes to the field of tourism marketing, overcomes the common issues of traditional research methods, enables to coin new terms such as neurotourism which may support the recognition of tourism within other disciplines, strengthens the interdisciplinary status of tourism and supports new research ideas or topics like neuroethics in tourism.

Key Words: Neuroscience methods, EEG, Eye-tracking, Neuromarketing, Neurotourism, Tourism.

INTRODUCTION

Neuroscience offers various research methods investigating brain activity to explore the relationships between the neural system and behavior (Zurawicki, 2010). These methods are also called by marketing scholars as 'neuromarketing tools' (Bercea, 2012) or 'neuromarketing technologies' (Pradeep, 2010). From the marketing perspective, the application of neuroscience methods has created a great opportunity to open up the black box of consumers (Dooley, 2011), find their buy buttons (Renvosié & Morin, 2007) and discover how consumer 'buyology' works (Lindstrom, 2008). Thanks to functional magnetic resonance imaging (fMRI), for example, the human brain's response to a price that is too high can be observed (Dooley, 2011). There is no doubt that marketing discipline has welcomed this methodological contribution of neuroscience, because marketers, advertisers and/or marketing scholars have always pursued deeper information about how consumers think (Zaltman, 2003). Numerous neuromarketing studies

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listed on *Web of Science* prove this strong collaboration between neuroscience and marketing discipline.

Besides neuromarketing, some scholars have coined different terms such as neuroeconomics (Belden, 2008) and neuromanagement (Ma et al., 2014) for various disciplines that benefit from neuroscientific methods. Only a limited number of scholars have used the term 'neurotourism' (Giudici et al., 2017; Ma et al., 2014; Panyık & Gonçalvez, 2017). According to Ma et al. (2014), neurotourism explores the neural mechanism underlying the tourists' behaviors when they are traveling. Panyık & Gonçalvez (2017) propose that neurotourism goes beyond being merely an applied neuroscience tool in tourism management, and it is a new form of tourism offering neural experiences through modern technologies like augmented reality, artificial intelligence, etc. Giudici et al. (2017) indicate that neurotourism is the term describing the collaboration between neuroscience and tourism. Supporting these authors, several studies demonstrate that neuroscientific methods are getting used in today's tourism discipline. Within this context, Sop (2018) revealed that tourism scholars' growing interest in applying neuroscience tools have begun in the 2010s. He also introduced that most of the relevant tourism studies have applied EEG and eye-tracking methods of neuroscience, but the fMRI tool has not been applied, yet (Sop, 2018). In addition to the empirical tourism studies applying the neuroscience tools (e.g.; Aicher et al., 2016; Bastiaansen et al., 2018, Ma et al., 2014; Scott et al., 2019; Wang & Sparks, 2016; Wang et al., 2019), only a limited number of conceptual papers discuss the need for a neuroscientific approach in tourism marketing and management (e.g.; Agapito et al., 2013; Koc & Boz, 2014; Panyık & Gonçalvez, 2017; Parrinello, 2012). Additionally, the lack of studies demonstrating which neuroscience methods have been applied in tourism research or discussing the advantages and disadvantages of these methods in terms of tourism discipline is also remarkable.

The purpose of this paper is to introduce the neuroscience methods being applied in tourism studies for several years and to reveal how these methods contribute to the development of tourism discipline. For that purpose, a brief overview of neuroscience methods is presented in the following section of the paper. Then, some selected tourism studies performing neuroscientific experiments are described to demonstrate the research designs, procedures and results of those studies. By considering these parameters, finally, the methodological contribution of neuroscience to tourism discipline is discussed.

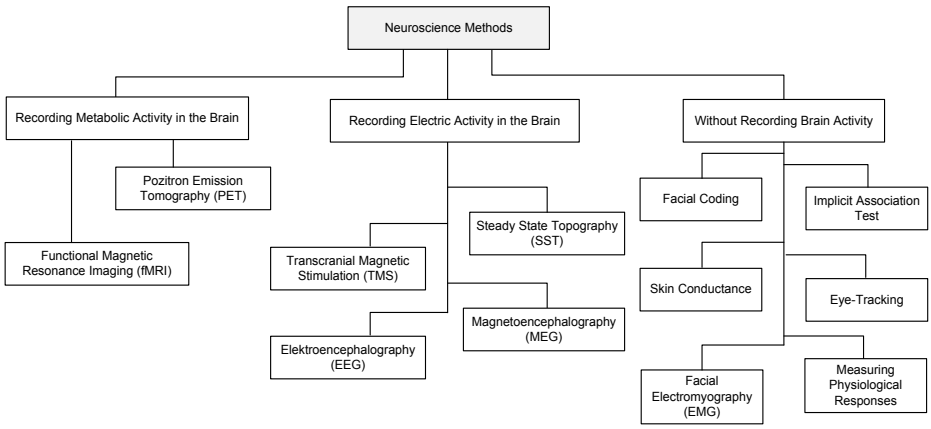
BRIEF OVERVIEW OF NEUROSCIENCE METHODS

There are plenty of brain research methods in neuroscience. According to Zurawicki (2010), lesion method [a method to determine how pathological cases with the brain damage influence behavior of the individual], Magnetic Resonance Imaging (MRI) [a safer and far more detail-oriented technique than X-rays, which uses a strong magnetic field and radio waves to analyze the brain], the Functional Magnetic Resonance Imaging (fMRI) [an outgrowth and a variation of MRI that allows for a quasi-continuous observation of subjects' brain activity while they are performing various mental tasks], Near-Infrared Spectroscopy (NIRS) [utilizing the light absorption in the near-infrared range to determine the level of cerebral oxygenation, blood flow, and the metabolic status of the brain], Positron

Emission Tomography (PET) [obtaining physiologic images through recording the radiation from the emission of positrons–tiny atom particles originating from the radioactive substance administered to the individual] are the most applied methods in neuroscientific research investigating 'the metabolic activity of the brain' (Zurawicki, 2010).

To measure 'the electrical activity of the brain', electroencephalography (EEG) [using numerous electrodes that are placed in various locations on the scalp to explore the brain activity in certain psychological states], event-related potentials (ERPs) [another way of using the EEG tool which produces recordings related to a specific occurrence following a presentation of a stimulus], magnetoencephalography (MEG) [installing very sensitive magnetometers in the helmet and placing on the subject's head], transcranial magnetic stimulation (TMS) [modulating the activity of specific brain areas of interest by using the electric coil housed in a plastic case that is held to the subject head] are the most applicable neuroscience methods which record the brain activity on a millisecond-by-millisecond basis and produce a much more accurate temporal data regarding when something happens in the brain (Zurawicki, 2010). In addition to these methods (or tools), Bercea (2012) introduces steady-state topography (SST) which is a tool observing the rapid changes and measuring human brain activity for a stimulus. This tool indexes the additional brain activity over the continuous exposure to the basic (steady) visual oscillating stimulus, it renders a signal less distorted by random interferences like head movement and eye blinks (Zurawicki, 2010).

Figure–1: Neuroscience Methods



Source: Bercea, M. D. (2012). Anatomy of Methodologies for Measuring Consumer Behavior in Neuromarketing Research, Paper presented at *the LCBR European Marketing Conference*, August 9-10, in Munich, Germany (Conference Proceedings, pp: 1-14).

In Figure 1, Bercea (2012) demonstrates some of the neuroscience methods recording metabolic and electric activity in the brain, which Zurawicki (2010) calls

'brain research methods'. However, Bercea (2012) proposes the third methodological approach allows different methods/tools to collect data without recording the brain activity, which can be called as 'biometric methods' (Ohme et al., 2011; Zurawicki, 2010). Then, she coins the term 'neuromarketing tools' for these neuroscience methods presented in Figure 1 (Bercea, 2012). Among these biometric methods, implicit association test measures the underlying attitudes of the individual by assessing reaction times and reaction speed on two cognitive tasks (two stimuli) (Bercea, 2012). Eye-tracking allows analyzing behavior and cognition by measuring the data collected from an individual's eye movements while she/he is looking at stimuli (Duchowski, 2007; Zurawicki, 2010). Researchers are also able to measure the biological reactions by monitoring the heart rate, skin conductivity, blood pressure, facial muscle contractions, etc. to stimuli that provide information about the individual's emotional state for a specific moment. This method is called measuring physiological responses (Bercea, 2012). Skin conductance, which is also a biological response measurement, is based on the analysis of subtle changes in 'Galvanic Skin Responses' when the autonomic nervous system is activated (Bercea, 2012; Ohme et al., 2009; Ohme et al., 2011). In the facial coding method, a camera identifies and measures micro-expressions that code non-conscious reactions, based on the activity of the facial muscles (Bercea, 2012). Lastly, in the facial electromyography method, small surface electrodes are used to record the activity from specific muscles playing a prominent role in the expression of elementary emotions (Bercea, 2012; Ohme et al., 2011).

NEUROSCIENTIFIC EXPERIMENTS IN TOURISM RESEARCH: SOME PRELIMINARY EXAMPLES

As seen above in Figure 1, there are several neuroscience methods applicable to various disciplines, such as marketing, management, economics or tourism. However, Sop (2018) determined that EEG and eye-tracking were the most applied methods in tourism research. Scott et al.'s (2019) review paper also proves the dominant role of the eye-tracking method in tourism research. Furthermore, Moyle et al. (2019) recommend the EEG method to examine how the cognitive process of emotion turns into tourist behavior. For presenting a clear picture of how these methods have been applied in the tourism discipline, some preliminary empirical tourism studies particularly applying EEG and eye-tracking methods have been selected from the relevant literature and these experimental studies are summarized below.

EEG Experiments

Bastiaansen et al. (2018) performed an EEG experiment for investigating the emotional reactions of individuals to destination photos after watching a movie about the destination. They carefully selected the participants [30 university students: 22 females, 8 males] among the individuals who were right-handed, had normal or corrected-to-normal vision and hearing, had never faced a neurological trauma to meet the basic criteria of an EEG research. The participants had signed an informed consent form before the experiment. Within this context, Bastiaansen et al. (2018) particularly indicated that their research was carried out under the declaration of Helsinki. A laboratory with full of EEG equipment

was used for the experiment and they observed that the participants who watched a popular movie 'In Bruges' had an earlier positive emotional response in their brains than the others did to Bruges photos. Consequently, EEG was suggested as a valuable tool to evaluate the effectiveness of destination marketing. This experiment also revealed that popular movies might positively influence affective destination image (Bastiaansen et al., 2018).

Taşkın et al. (2017) measured the responses of individuals towards package holiday advertisements of two non-conflict-ridden and two conflict-ridden destinations in Turkey by using the EEG headset. Just before the experiment, the authors had given brief information about the tool and the procedures to 21 participants [6 females, 15 males] who were right-handed, did not have any neurological or psychological disorders, and had no drug or alcohol addiction. The results obtained from the EEG device demonstrated that the participants had the highest level of arousals while looking at the advertisements of non-conflict-ridden destinations.

In another EEG experiment within the tourism context, Tanasic (2017) investigated the brain activity of 105 right-handed participants who never had neurological disorders [59 females, 46 males]. The author created a brain map of the frequency response spectrum (spectral power) of each participant to the promotional materials of five destinations [Greece, Turkey, France, Egypt and Montenegro]. Within this experiment, the EEG findings proved that the best-valued destination was Greece. The author also investigated the relationship between theta and the beta rhythm obtained from all the electrodes at the head of the participants. Then, Tanasic (2017) concluded that the increased attention and emotional involvement of the participants exposed to the stimulus-promotional material of Greece. In other words, the contents had located in the focus of the respondents' attention; they were accepted and permanently remembered.

Ma et al. (2014) performed a pilot EEG experiment with only three participants to support their discussion suggesting that neuroscience methods should be applied to tourism management. The purpose of the experiment was to explore the neural activities of tourists towards ordinary versus beautiful landscapes. The authors observed that ordinary landscape photos revealed larger P2 amplitude (a neural indicator related to aesthetic and emotional experience) than beautiful landscapes indicating that a beautiful landscape can arouse positive emotion. Thus, the P2 was suggested as a neural indicator for aesthetic and emotional experience in tourism. The authors also claimed that the P2 could be a sensitive measurement of beauty perception and emotional state of tourists. Under this circumstance, the lower P2 indicates a more beautiful landscape and positive emotional state of tourists (Ma et al. 2014).

Eye-Tracking Experiments

Recently, Scott et al. (2019) carried out an experiment to reveal the visual attention of individuals towards 21 photos of underwater reef scenes belong to the Great Barrier Reef. For collecting the eye movement data (fixation count and duration), a computer and Tobii T60 Eye Tracker equipment were used by the authors. The experiment was conducted with 66 participants who have no eye

problems. The heat maps of each respondent were generated via eye-tracking software and the findings proved that beautiful photos that are pleasant to the eyes will attract more attention than ugly photos. This outcome confirms the importance of using pleasant and beautiful pictures in tourism marketing to capture and retain tourist attention (Scott et al., 2019).

Using the eye-tracking method of neuroscience, Taşkın et al. (2017) investigated the individuals' eye movements towards package holiday advertisements of two non-conflict-ridden and two conflict-ridden destinations in Turkey. Just before the experiment, the authors had given a piece of brief information about the tool and the procedures to 21 participants [6 females, 15 males]. The results obtained from the eye-tracking device proved that the total fixation duration for conflict-ridden destinations was higher. According to the authors, the curiosity of discovering the new cultural or historical features of a conflict-ridden destination, which are unknown to most tourists, support this finding. Therefore, Taşkın et al. (2017) concluded that that the intention of discovering new destinations might drive tourists to take a small level of risk.

Li et al. (2016) also conducted an eye-tracking experiment with 37 Chinese undergraduates [15 females, 22 males]. The experiment was performed in a laboratory where a 12-inch monitor was located. The participants' eye movements when viewing the 24 tourism photos selected from the websites of local travel agencies and tourism bureaus were monitored by an eye-tracking camera and the fixation data were recorded automatically by computer software (The Eye-Link 1000). The following three procedures were applied during the experiment: 1) the instructions were explained and displayed on the monitor, 2) participants were asked to place their foreheads and chins on corresponding rest mounted on the desk to stabilize their heads while their eye movements were monitored, 3) participants viewed the tourism photographs and made a 'Yes' or 'No' choice based on their willingness to visit the destination in each photograph. The authors performed a heat map analysis via the computer software to explore the visual attention of the participants towards the photos. Then, eye movement data including the viewing time and fixation numbers of the respondents for each photo were investigated via the same computer software. The findings indicated that text within the landscapes of tourism photographs draws participants' visual attention and they spent more time viewing photographs with text in a known language. They also spent more time viewing photographs with a single textual message than those with multiple textual messages. Consequently, participants reported higher perceived advertising effectiveness toward tourism photographs that included text in the known language (Li et al., 2016).

Aicher et al. (2016) carried out an experiment on hotel reviews to reveal whether the first look at a hotel review is directed towards rating symbols or text. A list of various hotel reviews was gathered randomly from *TripAdvisor*. Twenty participants were asked to read the hotel reviews and mark whether they considered the individual hotel reviews as positive, negative or neutral. The authors used BeGaze 3.4 software to record the eye movements of each respondent. The

results of the experiment proved that high priority is given to rating symbols rather than textual material and that the ratio of positive and negative reviews only partially influences an individual's decision for or against a certain hotel.

CONCLUSION

Tourism literature points out that the number of studies applying neuroscience methods is increasing and almost all of these studies have been conducted in the field of tourism marketing (Sop, 2018). This finding suggests that tourism scholars are in search of different research methods from other scientific disciplines for exploring tourist behaviors more accurately. Within this context, Laws and Scott (2015) emphasize that most of the studies investigating tourist behavior rely on self-reported questionnaires and self-reported data has some validity issues. Koc and Boz (2014) also claim that the participants of a self-reported questionnaire may not reflect the actual truth or cannot evaluate their 'real' consumption behavior. According to Bercea Olteanu (2015), surveys are not always completed with honesty and participants use answers that fit under certain norms. Under this circumstance, Laws and Scott (2015) suggest collecting data by using sensors that are able to monitor the participant's heart rate, degree of arousal, the focus of attention, etc. Moyle et al. (2019) suggest the EEG method to examine how the cognitive process of emotion turns into tourist behavior, as well. Koc and Boz (2014), who coined the term 'psychoneurobiochemistry of tourism marketing', also recommend examining neurotransmitters and hormones such as serotonin, dopamine and melatonin to better understand tourism consumers.

Due to the ongoing discussions related to the application of traditional research methods, neuroscience methods seem to be welcomed in the tourism discipline. This is because applying neuroscience methods in tourism research enables to collect more accurate data from the respondents. The data obtained from these methods overcome the common issues of traditional research methods, such as social desirability responding, common method bias, etc. Therefore, some unexpected but more valid results can be obtained in relevant studies. For example, in Taşkın et al.'s (2017) study, the EEG device demonstrated that the participants had the highest level of arousals while looking at the advertisements of non-conflict-ridden destinations. The findings of the eye-tracking device proved that the total fixation duration for conflict-ridden destinations was higher, which shows that the intention of discovering new destinations and curiosity might drive tourists to take a small level of risk. As another example, Aicher et al.'s (2016) eye-tracking experiment on TripAdvisor proved that high priority is given to rating symbols rather than textual material and that the ratio of positive and negative reviews only partially influences an individual's decision for or against a certain hotel.

Another methodological contribution of neuroscience is that some scholars have coined a new term as 'neurotourism' thanks to the applicability of these methods in the tourism field of research. This may support the recognition of tourism within other disciplines. For example, related tourism articles might be cited in neuroscience journals soon. Furthermore, applying neuroscience methods in tourism research strengthens the interdisciplinary status of tourism. As well

known, tourism is in collaboration with several disciplines like sociology, psychology, economics, history, anthropology, architecture, etc. (Goeldner & Ritchie, 2011), and neuroscience might be considered as the newest collaborator of tourism discipline. It is expected that tourism scholars will conduct more research with neuroscientists (e.g.: Baastiansen et al., 2018; Ma et al., 2014) to analyze the neuroscientific data of their research. Moreover, neuroscientists will be needed in tourism journals as reviewers to evaluate manuscripts applying neuroscience methods in tourism.

Findings of the relevant literature review papers (Scott et al. 2019; Sop, 2018) give some insights that the application of neuroscience methods will spread among tourism scholars and new research ideas or topics such as neuroethics in tourism discipline will occur. Although neuroscience methods have been applied mostly in the field of tourism marketing, these methods are also applicable for further research contexts such as organizational behavior and management in the tourism industry. Boz and Yılmaz (2017) have already performed an eye-tracking experiment to explore the influence of the attractiveness of job candidates on the recruitment process in the tourism and hospitality sector. Future studies may also investigate the emotions and behaviors of tourism employees and/or managers by using different neuroscience methods.

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CO-CREATING WITH TOURISTS IN EGYPT: THE PROS AND CONS

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INTRODUCTION

Co-creation has been defined as the concurrent progression of unprecedented value together with stakeholders (e.g. customers and organizations). It is considered as a form of collaborative innovation, by which ideas are pooled and enhanced together, rather than kept to individual experience (Campos, Mendes, Oom do Valle and Scott, 2015; Nicholls, 2010). In tourism studies, it appears that co-creating with tourists is getting a lot of attention today as a practice that should be subject to rigorous consideration in order to help balance the associated pros and cons of unframed tourists' contributions. (Campos, Mendes, Oom do Valle and Scott, 2015). Therefore, the primary question that will be explored is whether or not co-creating with tourists is beneficial to enhance the tourist-to-business (T2B) environment in Egyptian context. Outstandingly, using tourists' co-creation as a vehicle for improving the tourist experience and its associated products and services is now becoming a key strategy on the agendas of tourism businesses, entrepreneurs, and destination organizations.

However, how to use co-creating with tourists as a potential tool in ensuring lucrative value is created — rather than destroyed— is still being explored by international and national businesses and organizations, as well as local planners and leaders (Zhang & Chen, 2008). The previous research revealed that involving tourists in the design and delivery of tourism products and services as well as promoting destinations development initiatives can be a cost-effective way to meet the call for enduring innovation and improved tourist experience. This inclusion process has, however, the potential to destroy as well as create value. This notion depends on the personal, psychological, cultural, political and technological interfaces between tourists and the business (Campos et al., 2015). These interfaced factors have also received the attention of tourism researchers and professionals as the tourism-business nexus has rapidly developed (Kim, 2010; Marschall, 2012).

However, unlike at the international level, research into suitable T2B framework and into tourists' engagement approaches with the intention of ensuring productive value is created has not been a particular focus of Egyptian researchers and professionals societies. Hence, the broad purpose of this study is twofold: to enhance the understanding of T2B interactions that aim to enhance the added value of co-creating with tourists in real-world practices, and to explore how co-creating with tourists practices can be applied in a profitable manner into the T2B environment in Egypt in order to meet the aspirations of both tourists and businesses, thereby converting the existing tourist experience into an interesting practice.

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METHODOLOGY

To gain a comprehensive picture of the possible role of co-creating with tourists in enhancing the T2B environment in the Egyptian context, empirical research was divided into two surveys. The quantitative method used for the two surveys was a questionnaire examination (Creswell, 1994). Consultations both with tourism business experts and with experts from a selection of destination management fields were undertaken. This paper extends the data on the exploratory analysis of factors involved in tourists' involvement in enhancing the T2B environment in Egypt's tourist destinations. This research was a descriptive exploratory study. The exploratory factor analysis (EFA) method was used to address, explain, and elucidate study factors and the value co-creation framework structure. A selective literature review, based on an extensive search of the T2B literature, was conducted.

RESULTS

A large number of opportunities for future investigation of co-creating with tourists in Egypt are identified. A significant quantity of T2B literature is revealed. Co-creating with tourists is shown to be conceptually quite complex and perplexing. Findings also show that tourism businesses have optimistic outlooks toward the possibility of benefiting from involving tourists in the process of value co-creation in the tourist-to-business (T2B) environment, but they differed in their evaluation of how can tourists' co-creation contributions ensure value is created — rather than demolished.

CONCLUSION

This study concludes that co-creating with tourists, while essential, is not the only important consideration for contemporary practices and approaches in the development of tourist experience in Egypt. As emphasized in this paper, beyond its valuable socio-economic and planning impact, tourists' engagement process must cover additional aspects of tourists' attitudes and emotional entity to ensure creating value not to destroy it. In real-world practices co-creating with tourists encompass both benefits and perils. The benefits of co-creating with tourists include low-cost innovation and 'individual' tourist experiences, improved T2B relationship management, and business productivity and efficiency gains. Co-creating with tourists, however, carries perils. Tourists might not be equal to the needed assignments or willing to perform them; business managers might find that co-creating with tourists' strategy makes their jobs more demanding.

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ASSESSING TOURISM DESTINATION COMPETITIVENESS USING IMPORTANCE-PERFORMANCE ANALYSIS (IPA) TECHNIQUE

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INTRODUCTION

The travel and tourism sector is one of the fastest growing industries in the world, with arrivals dramatically rising from a mere 25 million in 1950, to 1.4 billion in 2018, and to a projected 1.6 billion in 2020 (UNWTO 2001, 2019). In many countries, especially in developing ones, tourism is a major source of economic growth and foreign exchange earnings (UNWTO 2018). As globalisation and technological innovation remove the final barriers to travel mobility, and as the destination preferences of tourists varies, maintaining tourism competitiveness becomes a formidable challenge for many destinations.

The study concentrates on how to achieve, maintain and enhance Tourism Destination Competitiveness (TDC) making use of a more practical but valid methodology. It attempts to develop a generalised comprehensive TDC model/framework, and advances methods to assess destination competitiveness based on Importance-Performance Analysis (IPA) techniques. A 'holistic stakeholder perspective' approach is used in the study which is expected to reveal the links between interests of stakeholders involved in tourism (tourists, tourism professionals and local residents) and the competitive edge in tourism.

The study introduces different statistical tools and techniques to measure the importance of TDC factors, and the performance of destination on these factors, as well as to identify priority areas for improvement. The findings of the study are expected to provide guidelines to policy-makers and decision makers on resource allocation to strengthen the destination's relative competitiveness. The study can be successfully replicated in other destinations, thus initiating a historical series for monitoring sustainable competitiveness of destination Kerala and of regional destinations in similar context.

LITERATURE

The study concentrates on literature on TDC ranging from small incremental contributions to the understanding of the topic to comprehensive models with exhaustive list of variables grouped under different heads aiming to demonstrate the complexity and multidimensionality of the concept. This helps to select attributes and variables to measure TDC.

As noted by Abreu-Novais et. al. (Abreu-Novais, Ruhanen, and Arcodia, 2016) a common thread in the definition is linked to 'ability', implying the idea of a

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destination being superior to competitors. Three common dimensions are identified emerging from existing definitional statements: one pertaining to economic dimension (Heath, 2003, Bahar & Kozak, 2014) another one attractiveness and satisfaction (Enright & Newton, 2004) and the final element being sustainability (Crouch & Ritchie, 1999). Destination competitiveness is a phenomenon which affects and is affected by all the stakeholders associated with tourism industry. Different stakeholders focus on different aspects of destination competitiveness and they might even attribute completely different meanings to the term. Current definitions are multidimensional and is not clear if they reflect meanings attached by the different stakeholders (Dwyer, Mellor, Livaic, Edwards & Kim, 2004).

Apart from the definitional debate, many researchers have attempted to explain the phenomenon of tourism destination competitiveness through conceptual models and theories, thereby identifying the determinants of the same (Dwyer & Kim, 2003; Heath, 2003; Goffi, 2014). Various models and frameworks have been developed to examine tourism competitiveness (e.g., Azzopardi & Nash, 2016; Crouch, 2010; Dwyer & Kim, 2003; Enright & Newton, 2004; Mihajlović, 2014; Pavlović, Avlijaš, & Stanić, 2016; Ritchie & Crouch, 2010). The models can broadly be divided into focused TDC models which concentrate on some specific aspects of competitiveness, composite competitiveness index models which are more concerned with providing a global measurement of tourism competitiveness, and base models such as Crouch and Ritchie (1999, 2003) model, Heath (2003) model, and Dwyer and Kim (2003) model.

Since the first models of destination competitiveness emerged, a significant number of researchers have focused on its empirical and practical measurement. This stream of research is particularly critical as evaluating the competitiveness of particular destinations is one of the ultimate goals of the study of destination competitiveness, and measuring the wrong elements could result in inaccurate or incomplete data, ill-informed decisions and consequently jeopardize the destination's long-term viability (Croes, 2011). In order to assess destination competitiveness, researchers have diagnosed the competitive positions of specific destinations or groups of destinations using a wide range of approaches, tools and specific indicators (Bahar, and Kozak, 2014) to answer three fundamental questions: what is measured, how is it measured, and who measures it.

METHOD

As a preliminary step, an expert opinion survey is conducted on the tourism experts in the destination region Kerala. The methodology consists of developing the survey questionnaire, selecting the sample frame, sample size, sampling method, conducting the survey and further analyses using prescribed tools and techniques. A self-administered questionnaire with Likert scale rating is used for surveying the experts using a 9-point scale for allowing maximum variability in responses. The sampling frame consists of experts from different domains and include tourists, academicians/researchers, planners, tourism officials (public/private sector) and tour operators to ensure a holistic representation. The respondents are selected through judgmental sampling.

The response values of experts are formed into a matrix. For social science researches and questionnaire survey researches, the data analyses generally undertaken include preliminary statistical analysis and multivariate analyses. The preliminary statistical analyses include descriptive statistics, missing data imputation, check for outliers and normality. Further multi-variate analyses are done including reliability check, check for multivariate outliers and normality, check for multicollinearity, check for homoskedasticity, check for statistical difference between feedbacks of expert groups, etc.
Further Exploratory Factor Analysis (EFA) is done based on which variables are aggregated under different factors. The validity of this aggregation is then checked using regression analysis. The finalized variables are then prioritized using Fuzzy TOPSIS.

RESULTS

A list of variables and underlying factors are identified through the extensive literature review and are further screened, finalized, and prioritized. The number of variables reduced from 61 to 56 after the preliminary analyses. The 56 variables are grouped into 8 categories based on EFA. Validity of the same is checked by using regression analysis. It was found that all the determinant categories have considerable impact on the dependent variable. Finally, determinants and variables are derived to assess competitiveness of regional tourist destination Kerala.

CONCLUSION

The study is meant to develop a set of determinants and variables to assess TDC in the context of Kerala. The empirical study introduced different statistical tools and techniques to derive a set of relevant variables and determinants in assessing destination competitiveness, as well as to prioritize them based on the expert assessment of importance of the same. The 56 variables are grouped under 8 determinants of destination competitiveness based on the EFA and regression analysis. The variables are then assigned weight, by conducting FTOPSIS. The global weight thus obtained can be used to prioritize the attributes affecting Tourism Destination Competitiveness of the case region. Further the derived determinants and variables can be used for a holistic assessment of TDC which can help practitioners and policymakers to address challenges and sustain growth in the tourism sector. The extended study is expected to help tourism policymakers and practitioners find intervention areas for suggesting the right strategies to improve destination competitiveness. The study may be extended to develop a framework/model which allows for monitoring performance of a destination over time, competitiveness assessment for different market segments, as well as for comparisons with competing destinations of similar context.

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ANALYSIS OF SILENT TOURISM POTENTIAL FOR SİNOP

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Abstract

The change in people's travel and vacation preferences has led people to different types of tourism. It has been seen that the common characteristic of the travelling which is increasing in importance in recent years are alternative tourism travels organized specifically for individual or small groups. It is observed that the demand for tourism for our country is constantly developing and it is concentrated in areas where there are alternative tourism types that are compatible with nature, able last throughout the whole year, having sustainable tourism approach and providing competitive advantage. There are three main components of a human being in the concept of silent tourism; body, soul and spirit. The concept of silent tourism is described as synchronous relaxation effort with the nature in order to gain mental and physical health balance. The purpose of this study; To reveal the silent tourism potential of Sinop province, which is environmentally friendly, ecologically balanced and rich in alternative tourism resources, to identify its strengths and weaknesses, threats and opportunities. For this purpose, a literature review was conducted and SWOT analysis was performed with the findings obtained. As a result of the study, with the understanding of sustainable tourism, the development of silent tourism in Sinop province and the suggestions for the province to be able to take advantages from this development are provided.

Keywords: Silent Tourism, Sustainable Tourism, Tourism Potential, Türkiye, Sinop, Swot.

INTRODUCTION

Tourism is famous for its influences that can affect change in many areas of the destinations involved (Abbas & Dutt, 2018). Despite of the importance that the investments made for development of alternative tourism carries in reducing the effect of mass tourism based on sea-sun-sand trio, eliminating the disparities between regions and removing seasonality, Turkey's potential in these areas does not seem to be fully evaluated. In recent years, many activities have been carried out to protect nature, cultural and historical assets in many developed and developing countries. As a result of these activities, the number of conscious consumers who protect and respect nature and cultural values has increased and tourism types such as nature tourism, eco-tourism and rural tourism have developed. In addition, silent tourism has been also introduced as a new type of tourism, especially in Finland. Silent Tourism is a new form of tourism presented by Annamari Lammassaari, the owner of Harmony Trailtm company in 2011. Silent

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Tourism concept is built around three elements of a human being: body, soul and spirit. In order to feel the essence of life it is critical to keep all these elements in harmony (Zhilkina & Dolmatova, 2013). Gaining an original experience by traveling has been becoming even more interesting and important, especially with travellers desire to share their so called original experiences (Reino & Hay, 2011).

Sinop, which has been known as a sea and trade city since ancient times, is one of the oldest cities in Anatolia. It is the geographical location that has made Sinop so indispensable for centuries, where various civilizations have met since the Bronze Age. Sinop has attracted attention with its strong castle, natural harbor and nature throughout the history. (Yılmaz, 2009). Hamsilos Natural Park has two unique harbors such as Hamsilos Bay (Hamsaroz) and Akliman Bay. The region is one of the most important destinations in the city due to its marsh dune-sea and forest areas and rich biodiversity. (Orman ve Su İşleri Bakanlığı, 2013). Sarıkum Nature Conservation Area is an area of 785 hectares within the boundaries of Sarıkum Village. Standing out with its location in a narrow area of different ecosystems, Sarıkum Nature Conservation Area is also home to many species. Sarıkum Nature Conservation Area is very advantageous in terms of alternative tourism types such as bird watching, nature walks, bicycle tours, photography, ecosystem-based nature education programs, scientific and botanical trips (Orman ve Su İşleri Bakanlığı, 2013).

It is believed that tourists come to Sinop province in order to benefit from the sea almost only in summer. For this reason, the alternative tourism types suitable for Sinop province should be used in the touristic promotion and marketing of Sinop.

Seeing the idea of alternative tourism as an important market segment against mass tourism, Holden emphasizes that the concept of alternative tourism can be interpreted in at least two different ways. These are; a form of tourism where environmental awareness is much more prominent or where it differs from the mainstream tourism in terms of lower level of environmental damage (Holden, 2008). In addition, the basic characteristics of alternative tourism according to Holden are;

- Small scale development with high degree of local ownership,
- Minimizing environmental and social impacts,
- Maximizing links between local economic sectors such as agriculture and reducing dependence on imports,
- Having the majority of tourism spending remains in the local community,
- Having the power sharing and participation of local people in decision making processes,
- Having the rate of development being managed and controlled by local people rather than external influences. (Holden, 2008).

The concept of Silent Tourism can be described as synchronous leisure activities with the nature in order to regain physical and mental balance. According to this concept the best way to enjoy nature could be as simple as picking chestnuts and

truffle mushrooms, boating and visiting a traditional Turkish Bath. Basically the main aim of Silent Tourism is to provide a place of peace and silence where people can escape from a busy stressful city life, in order to have thoughts back in order and also to bring the balance between physical and mental health back to a person's life. Silent tourism is a very suitable type of tourism for Sinop. It is a suitable destination for silent tourism due to its virgin nature and the abundant presence of peaceful and quiet places where people can delight in solitude, also not to forget the availability of healthy organic food which is an important part within the Silent Tourism concept.

Silent tourism is a new type of tourism. The idea of silent tourism implies peaceful stay in the nature in combination with wellness procedures and recreational activities for those who are willing to escape from busy city life. The main goal of silent tourism is putting the balance between man's body and soul (Zhilkina & Dolmatova, 2013). The target group for this type of tourism is expected to be hardworking business people alone or with a family. Silent tourism combines characteristics of health, cultural and rural tourism particularly ecotourism. The novelty of the concept requires, first of all, to characterize this mode of tourism and, second of all, to test the demand for silent tourism (Zhilkina & Dolmatova, 2013).

METHOD

There have been studies in our country and in the world to determine the advantages and disadvantages of touristic destinations and their potentials using SWOT analysis. SWOT analysis is important in terms of presenting viable plans in determining the potential of the touristic regions and shaping the plans suitable for this potential. SWOT Analysis Technique was used as a method in the research in order to determine the strategies for the planning, management and implementation of silent tourism and to determine the potential and threats that may arise in the future in terms of tourism potential in the province of Sinop.

It could be claimed that strategic planning in general, and the SWOT analysis in particular, have their mutual origins in the work of business policy academics at Harvard Business School and other American business schools from the 1960s onwards. SWOT Analysis is a tool used for strategic planning and strategic management in organizations. It can be used effectively to build organizational strategy and competitive strategy. In accordance with the System Approach, organizations are wholes that are in interaction with their environments and consist of various sub-systems (Gurel and Tat, 2017). In studies conducted on Sinop tourism, it is seen that SWOT analysis is used, albeit limited in number. The prominent ones are "TR82 Level 2 Region (Çankırı, Kastamonu, Sinop İlleri) Tourism Master Plan" by North Anatolian Development Agency (2011), "Tourism and Regional Development: Situation Analysis of Sinop Province as a Tourist Destination" paper written by Altunöz, Kargiglioğlu ve Ak (2017), and "Sinop Nature Tourism Master Plan" prepared by Ministry of Forestry and Water Management - General Directorate of Nature Conservation and National Parks (2013). According to literature research, there has not been any study regarding silent tourism potential conducted in Sinop province as well as in Turkey itself.

RESULTS AND DISCUSSION

Strengths

- Having liberal culture and more open minded society compared to other cities in Black Sea Region,
- Having well-educated citizen,
- Airport,
- Untouched natural beauty,
- Historical structures and strong cultural heritage,
- Having the natural areas started just two km away from the city center,
- Being a small and compact city,
- Having the Sinop city walls in the temporary list of UNESCO cultural heritage,
- Presence of nature parks and nature conservation areas such as Hamsilos, Erfelek and Sarıkum,
- Presence of plateaus that can be used for tourism purposes,
- Availability of suitable topography for cycling and hiking in many rural areas,
- Its original landscape and biodiversity,
- The positive image of the city brought by being known as the happiest in Turkey,
- Declaration of Gerze district as Cittaslow,
- Presence of silent tourism as a unique concept, which has never been neither studied nor applied before in Sinop.

Weaknesses

- The sector's inadequacy in meeting the intense tourist flow to the city,
- Traffic jam and parking problem in the city in the summer,
- Poor promotional activities and target market selection,
- Lack of tourism within the foregrounding of the city plan,
- Turkey and the city of Sinop itself lack of experience and public awareness regarding conservation of cultural and historical sites,
- Lack of qualified personnel,
- Lack of touristic infrastructures (accommodation, food & beverages, etc.),
- Not being able to attract investors for the tourism sector,
- Lack of enough support from public administrations and limited sources,

- Lack of infrastructure, especially on the roads to alternative tourism destinations outside the city center,
- Rubble caused by intense construction and environmental pollution,
- Lack of an active tourism information office in the city center,
- The fact that the place with many touristic potential has not been brought to tourism in real sense,
- Lack of personnel in conservation areas such as nature parks,
- Vertical and crooked construction of the historic Sinop city walls,
- Lack of adequate cooperation of local stakeholders with the university,
- Limited finances on the start-up stage
- Lack of marketing
- Lack of brand awareness

Opportunities

- There is need for Silent Tourism in the business people niche,
- A chance to obtain investment for the project development
- The market trend for experiencing everything natural and eco-friendly: clothes, food, lifestyle
- Low dependence on partners,
- Creating the alternative income sources for local people,
- Positive effects on cultural heritage and traditional architectural preservation,
- Increase in environmental awareness,
- Prevention of immigration to metropolitan cities,
- Elimination of the lack of physical infrastructure in rural areas,
- No significant pressure on the natural richness of the region due to low population density and the lack of industrial activities,
- Presence of supports provided by the North Anatolian Development Agency for tourism

Threats

- Insufficient awareness among stakeholders on sustainable tourism,
- Lack of consideration of Sinop as a place for luxurious traveling from the target audience,
- Difficult-to-reach target group
- Presence of environmental problems arising from the possible unconscious use of natural areas,
- Lack of awareness of tourists about silent tourism applications,

- The negative image of the nuclear power plant,
- Presence inadequate cooperation between institutions.

CONCLUSION

For the sustainability of countries and regions in terms of tourism potential, it is important to identify and implement alternative tourism types. It is observed that the tourism mobility has started to accelerate with the emergence of alternative tourism types other than the coastal tourism of the regions with historical, cultural and natural beauties such as Sinop.

Chaminuka et al. (2012) stated in their study that the local features of the area could be utilized in tourism activities. They also indicated that tourism potential can be determined by carrying out evaluations according to the tourism characteristics of the area such as accommodation facilities in villages or rural areas, village tours, handcrafts market, spending habits of tourists, and their origin and income level.

The virgin nature of Sinop contributes to the fact that it is the center of attraction for many rural tourism and nature tourism types. Hamsilos Nature Park, fourteen km away from the city center which includes important destinations such as Hamsilos Bay and Akliman Bay, stands out in terms of activities such as botanical trips, nature walks, bike tours, photography, insect and animal inspection, bird watching, picnics, running and sea activities. Standing out with the presence of touristic facilities around it, 'Bektaşağa Göleti' is also an important attraction point for silent tourism with its seventeen km distance from the city center, surrounding forest, walkways, rain shelters and observation terraces.

In the light of the data obtained as a result of this study, suggestions that can be made to develop silent tourism in Sinop can be summarized as follows.

- Cooperation between the tourism sector and the university should be improved and a consensus should be reached to satisfy both students and businesses in the provision of the qualified workforce needed by tourism sector from Sinop University, School of Tourism and Hotel Management.
- Lack of personnel in conservation areas such as natural parks should be urgently eliminated.
- Preserving the balance and transferring the cultural and historical heritage to the next generations in the best way and a new tourism master plan aiming at sustainability should be prepared.
- Focus should be on the solution of infrastructure problems of alternative tourism destinations, especially on the roads to these destinations outside the city.
- The cycling and walking paths which are important for silent tourism should be realized.
- Some houses in the highlands that can be used for tourism should be provided with necessary repairs to act as accommodation.

- The concept is unique and attractive for the new markets and tourism professionals so they can organize unique-private tour programs for high class travelers.

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ANTECEDENTS OF DOMESTIC TOURISTS' LOYALTY: THE ROLE OF PLACE ATTACHMENT AND SATISFACTION

Bilge ÇAVUŞGİL KÖSE*

INTRODUCTION

Bozcaada is a small Turkish island located in the north of the Aegean Sea, four miles away from mainland Turkey and connected to it via a regular ferry service. The natural beauty of its bays, and coastal line, clean beaches, vineyards and wines attract many domestic tourists to Bozcaada during the last decade, Bozcaada became one of the most prominent domestic tourist destinations for the residents of Turkey (Okumuş, 2018). The historical and cultural heritage areas are mostly marketed for tourism and turned into places as the simulacrum of the elitist and middle-class tastes (Akpınar et.al. 2011). While offering primarily a sun, sand, and sea product anchored in bed and breakfast-based experiences, tourism authorities on the island have embarked on product diversification for promoting tourism growth. Many national and international events organized recently to prevent seasonal concentration and new tourism products such as agro and wine tourism have been developed.

Bozcaada was chosen as the site of this study primarily for two reasons. First, according to Bozcaada Tourism Master Plan (2016) have registered growth both in day visitor and tourist numbers during the last decade. Second, the island has a high level of repeat visitation among domestic tourist, suggesting some level of place attachment and satisfaction. These factors indicate the robustness of Bozcaada's tourism and offer a valuable case study for understanding tourist loyalty and its antecedents.

LITERATURE

In the context of tourist destinations, visitor loyalty remains an important indicator of successful destination development. Many studies exist on the antecedents of tourists' loyalty in different settings such as country, states, city, and islands (Prayag & Ryan, 2012). Recent studies in the leisure and tourism literature have indicated that the concept of place attachment is a useful one in understanding aspects of an individual's leisure and tourism behaviour (Alexandris et. al., 2006). In general, place attachment is defined as an affective bond or link between people and specific places (Hidalgo &Hernandez, 2001). Place attachment" included "place dependence" and "place identity". Place dependence can be defined as a person's assessment of a specific place and the awareness of the facilities and uniqueness and other forms of functionality dependence, and how these can meet the needs and the goals of the tourist. Place identity is defined as a person's emotional connection as a process of environmental self-regulation (Hwang, Lee & Chen, 2005). Recently in place attachment research, the focus of most investigation has been on the relationship of attachment and its behavioural consequences. Generally, it has been widely accepted that place attachment is central to tourists' satisfaction and loyalty

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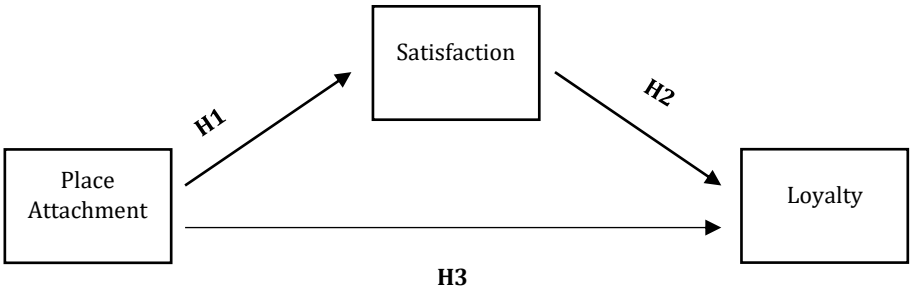
(Hwang et al., 2005; Prayag & Ryan, 2012; Stylos et al.,2017; Tsai, 2012; Veasna, Wu & Huang, 2013; Yüksel, Yüksel & Bilim, 2010). Within this context, the study evaluates two important antecedents of loyalty, namely satisfaction and place attachment among domestic tourists to Bozcaada.
Figure 1 illustrates the conceptual model and hypothesis, with all the identified relationships having theoretical support from the literature.

Figure 1: ***The Conceptual Model***



Hypothesis 1: There is a positive relationship between place attachment and satisfaction.
Hypothesis 2: There is a positive relationship between satisfaction and loyalty.
Hypothesis 3: There is a positive relationship between place attachment and loyalty.
Hypothesis 4: Satisfaction mediate the relationship between place attachment and loyalty.

METHOD

Domestic tourists were surveyed at Bozcaada, in Çanakkale, Turkey. Trained interviewers approached domestic tourists at ferry dock as they were waiting for ferryboat to leave the island and asked to complete the survey. Applying the convenience sampling technique 311 usable responses were obtained during the month of August 2019. Place attachment was measured using 8 items, representing dimensions of place identity, place dependence (Prayag & Ryan, 2012), overall satisfaction was measured using 3 items (Lee, Yoon & Lee, 2007) and loyalty was measured 2 items (Chen & Phou, 2013) on a 5-point scale (1= Strongly Disagree, 5=Strongly Agree). The data were analysed using SMARTPLS 3.2.9. All results were bootstrapped using 5000 samples (95% Confidence Intervals).

RESULTS

The sample comprised 58.8 % females, with more than half (51.5%) between the age of 35-54 years old, well educated (69.5% having an undergraduate degree or more) and include high level of repeaters (85.2%). Within the scope of validity and reliability, internal consistency reliability, convergent validity and discriminant validity has been evaluated.

Table 1: ***Measurement Model Results***

Construct and indicators	Factor Loading	Cronbach Alfa	CR	AVE
Place Attachment PA1: Bozcaada is a very special destination to me PA2: I identify strongly with this destination PA 3: No other place can provide the same holiday experience as Bozcaada PA4: Holidaying in Bozcaada means a lot to me PA5: I am very attached to this holiday destination PA6: Bozcaada is the best place for what I like to do on holidays PA7: Holidaying here is more important to me than holidaying in other places PA8: I would not substitute any other destination for the types of things that I did during my holidays in Bozcaada	0.778 0.856 0.792 0.859 0.875 0.827 0.851 0.826	0.937	0.948	0.695
Satisfaction S1: Overall my vacation in Bozcaada is satisfactory S2: My vacation in Bozcaada met my expectations. S3: My vacation in Bozcaada was worth the time I spent and the cost I made	0.923 0.947 0.879	0.905	0.941	0.841
Loyalty L1: It is likely that I will revisit Bozcaada in the future L2: It is likely that I will recommend Bozcaada to my family and friends	0.956 0.955	0.905	0.955	0.913

For internal consistency reliability, Cronbach Alfa, and CR = Composite Reliability coefficients were examined. For convergent validity, factor loadings and AVE values were used. The results (Table 1) suggested internal consistency reliability and convergent and discriminant validity for all constructs given that AVE >0.5, factor loadings, Cronbach Alpha and C.R>0.7, and construct correlations were less than the AVE (Hair et al., 2016; Fornell & Larcker, 1981). The structural model was evaluated using standardized path coefficients, their significance level (t-statistic), and R^2 estimates. Table 2 reports the results of the hypotheses tests apart from the fourth hypothesis asserting a mediation effect[1] . All the hypotheses are supported. The R^2s of satisfaction, and loyalty are 0.569, and 0.799 respectively, which indicate that the exogenous variable of each construct explains 57%, and 80% of the variance of each construct, approximately. R^2 values are considered moderate and substantial respectively (Sarstedt et al., 2014).

[1] Research results for the mediation effect will be added in full text.

Table 2: *Hypotheses tests*

Research hypothesis	Path coefficient	t-value	p-value	Results
place attachment -> satisfaction	0.754	22.148	0.000	Supported
satisfaction -> loyalty	0.788	13.091	0.000	Supported
place attachment -> loyalty	0.134	2.334	0.020	Supported

CONCLUSION

The structural model indicates that place attachment and satisfaction are antecedents of domestic tourists' loyalty, but this relationship is mediated by satisfaction levels. The findings offer important implications for tourism theory and practice.

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BIBLIOMETRIC ANALYSIS OF INFORMATION TECHNOLOGY RESEARCH IN TOURISM AND HOSPITALITY

Zafer TÜRKMENDAĞ*

Abstract

This study provides a bibliometric review on the information technology (IT) related articles published in tourism and hospitality (T&H) journals which are indexed in Social Science Citation Index (SSCI). A database with detailed information was created through the Web of Science (WoS) using 5070 articles from 32 journals. Frequency tables of the publications were given and co-occurrence, co-citation, co-authors, and keyword analysis were conducted. Findings indicate that Structural Equation Modelling and Venkatesh's Unified Theory of Acceptance and Use of Technology was mostly used in studies on IT in T&H. Additionally, some trend topics have been specified according to study findings. This paper gives a deep understanding of IT researches in T&H through bibliometric analysis.

Key Words: bibliometric, information technology, web of science, co-citation, co-occurrence

INTRODUCTION

Tourism, due to its intangible and knowledge-intensive form, has many things in common with IT. Thus, changes in information and communication technology have led to many new developments in processes and structures in tourism (Law, Buhalis, & Cobanoglu, 2014). Besides, new developments in IT and their social effects in tourism have attracted the attention of researchers. Tourism researches, especially those who were established academics, try to publish their works in mainstream journals (Law, Leung, & Buhalis, 2009).

Information technologies enabled the information to be shared and stored faster with new techniques. In the field of tourism, information technologies ensure the spread of tourism information on a global scale and radically change the travel behavior (Law et al., 2014). However, tourism can be easily digitalized due to its abstract structure. For example, thanks to virtual reality applications, tourists can visit a destination in a virtual environment without physical displacement. Besides, with the new applications such as Airbnb, which is a part of the new sharing economy, people have changed the traditional accommodation style for non-locals, causing the accommodation phenomenon to go beyond the known.

This study aims to present bibliometrically the studies on IT in T&H and it is organized into 4 parts. At the beginning, a literature review on the connection between tourism and IT, and bibliometric studies provided. In the next, part research method, data construction and analyzing process are explained. Finally, results are discussed and concluded in the light of literature.

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LITERATURE REVIEW

New order tourists need to know virtually the destination before they travel as IT as the ever-growing context has changed all processes in tourism. They usually search on the internet, read recommendations, look at the photos, watch videos and sometimes create a virtual world through virtual reality (VR) in the planning stage of travel. Virtual reality has the potential to communicate with targeted markets and create destination awareness (Xiang & Gretzel, 2010) by offering a rich environment for potential visitors (Huang, Backman, Backman, & Chang, 2016). Also at the destination, smart cities have many effects on the consuming behavior of tourists (Jin, Gubbi, Marusic, & Palaniswami, 2014). Nevertheless, robots also are discussed in literature due to their impact on consumers (Ivanov, Webster, & Seyyedi, 2018). So technological developments virtually and physically got inside the life of not only the travelers but also the tourism businesses. The increasing number of internet users and developments in the infrastructure of information communication technology opened new ways to tourism firms to sell their products and services online. In the line with these developments, websites play important role in the marketing of tourism (Law et al., 2009) and tourism service providers have interfaced with new intermediaries, especially the Online Travel Agencies (Digiorgio, 2016). Besides IT-enabled service systems increase customer preference at the learning phase of the service personalization which translates into higher customer service evaluations and value perceptions of the hotel (Piccoli, Lui, & Grun, 2017). For example, a recommender system can offer services to a confused customer (Al-Ghossein, Abdessalem, & Barre, 2018). So, the tourism markets and actors both shape and are shaped by technology and tourism actors interact from a linear supply chain tourism 'industry' to a complex socio-technical smart tourism ecosystem (Sigala, 2018). Understanding smart tourism in the light of tourism information services accelerates the development of smart tourism and helps organizations or institutes grasp its direction (Li, Hu, Huang, & Duan, 2017). On the other hand, surely there is a change in the perspective of researchers from marketing to the knowledge-creating tool (Xiang, 2018).

As technology affects radically the tourism, hotel managers or workers should have the ability to respond when their customers make negative online reviews on the web (Lui, Bartosiak, Piccoli, & Sadhya, 2018). However, there is little understanding throughout managers about IT, so they and their teams should have more skills in IT-related issues (Law et al., 2009). People take care of the quality of touristic places as before but there is a new phenomenon named e-services which is a key to succeed in competing due to its effect on purchasing decisions (Kourtesopoulou, Kehagias, & Papaioannou, 2018). Perceived benefits and obstacles of e-business, technology readiness, competitive pressure, and trading partner collaboration are the drivers that are important for the tourism industry (Oliveira & Martins, 2010). But there are some cases of fault IT implementation in firms which caused by some postpositivist beliefs (Alford & Clarke, 2009). However, Kocak (2007) identified some effects of e-commerce on tourism, which are:

1. Reduced communication costs,
2. Time-consuming in buying a travel ticket,
3. Flexible customer services,
4. Increase in employee productivity,
5. Employment opportunities and jobs.

For the reasons listed below, researchers worked on many subjects like technology acceptance (Lim, 2009), task-technology fit, social media (Xiang & Gretzel, 2010), virtual reality (Huang et al., 2016), intelligence, smartness, systems, etc. in T&H but there is a need to understand in-depth the ongoing studies in this field. So, the perspective which meets this need should be bibliometric analysis.

BIBLIOMETRIC ANALYSIS OF INFORMATION TECHNOLOGY IN TOURISM & HOSPITALITY

In their research on information communication technology (ICT) related to 288 journal articles between 2014-2017, Law, Leung, and Chan (2019), found a growing significance of ICT in the T&H setting which creates a great opportunity. In the research on 92 mobile technology usage articles between 2002 and 2017, they divided literature into two-part as suppliers' and consumers' perspective studies (Law, Chan, & Wang, 2018). Besides, in a research on the conceptual ties between co-creation and tourism it has found five perspectives in literature as firm-inspired, technology-based, and cultural-based experience; customer satisfaction and participation, and innovation-based experience (Tregua, D'Auria, & Costin, 2020). However much other bibliometric analysis on tourism used different approaches. This has included co-citation (Benckendorff & Zehrer, 2013; Cheng, Edwards, Darcy, & Redfern, 2018; Koseoglu, Rahimi, Okumus, & Liu, 2016; Koseoglu, Sehitoglu, & Craft, 2015; Leung, Sun, & Bai, 2017), co-authorship (Koseoglu et al., 2016), co-word (de la Hoz-Correa, Munoz-Leiva, & Bakucz, 2018; Leung et al., 2017), co-occurrence (Johnson & Samakovlis, 2019; Mulet-Forteza, Genovart-Balaguer, Merigo, & Mauleon-Mendez, 2019) analysis.

METHOD

In this research, a bibliometric analysis conducted to obtain a detailed review of the IT context in T&H. Bibliometric analysis is the most popular method for giving an abstract for a field, analyzing complex structures and networks of publications and citations, and finally, it is possible to make inferences for the future studies. Thanks to the bibliometric studies, a large literature database can be created and thus hidden trends for a specific area can be analyzed and further information can be presented to researchers (Nerur, Rasheed, & Pandey, 2016).

Data Collection

Web of Science (WOS) was used as the main data source which is the largest platform with more than 12000 journals worldwide. Furthermore, the Social Science Citation Index (SSCI) was selected as the data source for more comprehensive results. While SSCI journals are the most popular for researches in T&H. The process is explained to visualize how data were analyzed by utilizing VosViewer on

the aspects of research method Data were obtained in two steps. Firstly, to include more relevant interdisciplinary publications as possible, technology, smart, mobile, virtual reality, augmented reality, ICT, robotics, wireless, wifi, wi-fi, artificial intelligence, big data, communication, etourism, e-tourism, social media, facebook, twitter, instagram, tripadvisor, airbnb, e-commerce, online, tablet, app, application, intelligent, internet, website, ewom, electronic, smartphone, system, nfc, cyberspace keywords in the Hospitality, Leisure, Sport & Tourism category of WOS SSCI, articles related to IT in T&H which were published between 2000 and 2019 were searched and listed (data retrieved January 23, 2020).

Table 1. Journals Selected in Hospitality, Leisure, Sport & Tourism Category of SSCI Index

Journal Name	Total Number of Articles
Tourism Management	723
International Journal of Hospitality Management	466
International Journal of Contemporary Hospitality Management	428
Journal of Sustainable Tourism	293
Current Issues in Tourism	279
Journal of Travel Tourism Marketing	267
Annals of Tourism Research	240
Journal of Travel Research	234
Tourism Economics	186
Asia Pacific Journal of Tourism Research	173
Tourism Geographies	149
Cornell Hospitality Quarterly	149
International Journal of Tourism Research	148
Journal of Destination Marketing Management	130
Journal of Hospitality Tourism Research	116
Leisure Studies	109
Tourism Management Perspectives	105
Journal of Hospitality Marketing Management	102
Journal of Hospitality Leisure Sport Tourism Education	94
Journal of Leisure Research	92
Leisure Sciences	86
Scandinavian Journal of Hospitality and Tourism	77
Journal of Hospitality and Tourism Technology	72
Journal of Hospitality and Tourism Management	62
Journal of Vacation Marketing	61
Journal of Tourism and Cultural Change	52
Tourist Studies	47
Journal of Outdoor Recreation and Tourism Research Planning and Management	44
Tourism Review	42
Journal of Quality Assurance in Hospitality Tourism	22
Loisir Societe Society and Leisure	14
Cornell Hotel and Restaurant Administration Quarterly	8

The aim of using these words is to involve all IT related studies. In this manner articles including at least one word mentioned below, will be counted in the study's database. Words were extracted from abstracts of recent articles which

were published in Tourism Management, International Journal of Contemporary Hospitality Management and Journal of Hospitality and Tourism Technology. Then, 32 journals in the index which are Tourism Management, Tourism Geographies, Journal of Hospitality and Tourism Technology, International Journal of Hospitality Management, International Journal of Tourism Research, Journal of Hospitality and Tourism Management, International Journal of Contemporary Hospitality Management, Journal of Destination Marketing Management, Journal of Vacation Marketing, Journal of Sustainable Tourism, Journal of Hospitality Tourism Research, Journal of Tourism and Cultural Change, Current Issues In Tourism, Leisure Studies, Tourist Studies, Journal of Travel Tourism Marketing, Tourism Management Perspectives, Journal of Outdoor Recreation and Tourism Research Planning and Management, Annals of Tourism Research, Journal of Hospitality Marketing Management, Tourism Review, Journal of Travel Research, Journal of Hospitality Leisure Sport Tourism Education, Journal of Quality Assurance In Hospitality Tourism, Tourism Economics, Journal of Leisure Research, Loisir Societe Society and Leisure, Asia Pacific Journal of Tourism Research, Leisure Sciences, Cornell Hotel and Restaurant Administration Quarterly, Cornell Hospitality Quarterly, Scandinavian Journal of Hospitality and Tourism were selected (Table 1). Finally a database of 5070 articles obtained with their title, abstract, keywords, and references.

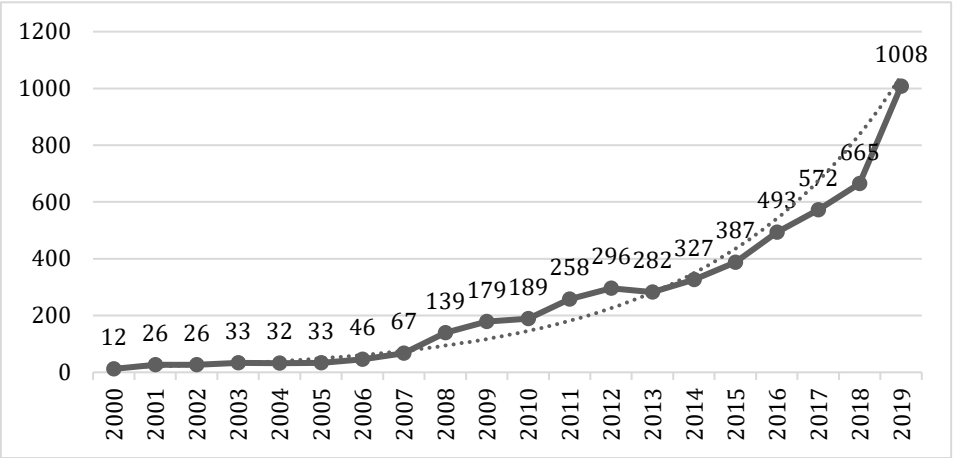
Analysis

Using the database obtained from 32 T&H journals, frequency analysis was used for publication numbers and Citespace 5.6.R2 (Chen, 2006) and VosViewer 1.6.14 (Van Eck & Waltman, 2010) software were used for the classification and visualization. In order to understand trends and links between authors and citations, and have a better objective overview of the field, quantitative methods as co-author, co-citation and co-occurrence (keyword) analysis were used.

RESULTS

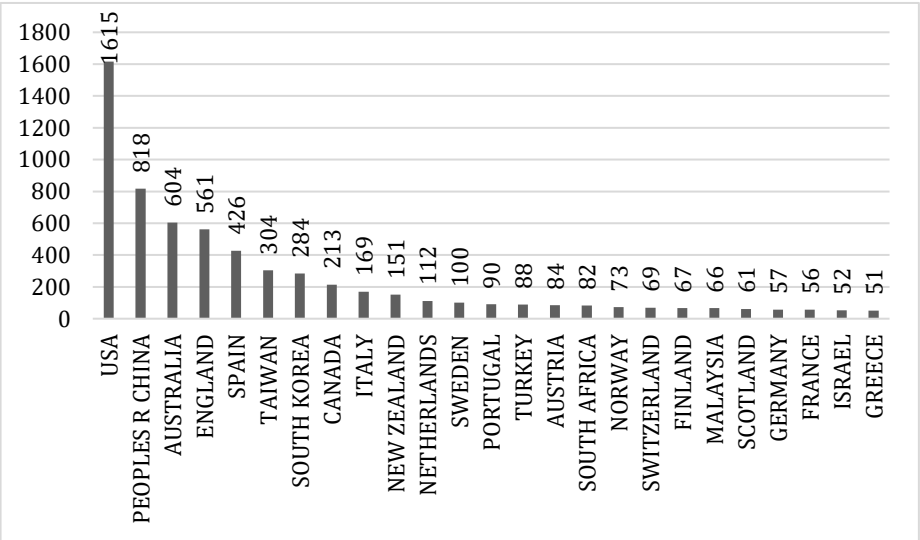
According to the results of frequency by year analysis, IT studies in tourism and leisure have increased since 2006 (Figure 1). The number of studies reached from 665 in 2018 to 1008 in 2019. Although this is a very important increase in the meaning that it shows the importance given to studies on ITs. Furthermore, these articles were published mostly in Tourism Management (723), followed by the International Journal of Hospitality Management (466), and International Journal of Contemporary Hospitality Management (428) (Table 1). Another point for this finding is that top journals in SSCI have strategies to publish in IT related articles due to its effect on impact factor. Also, researchers can access more publications because of developments in ICT, so it has the nature of increasing itself.

Figure 1. Total Number of Publication by Year



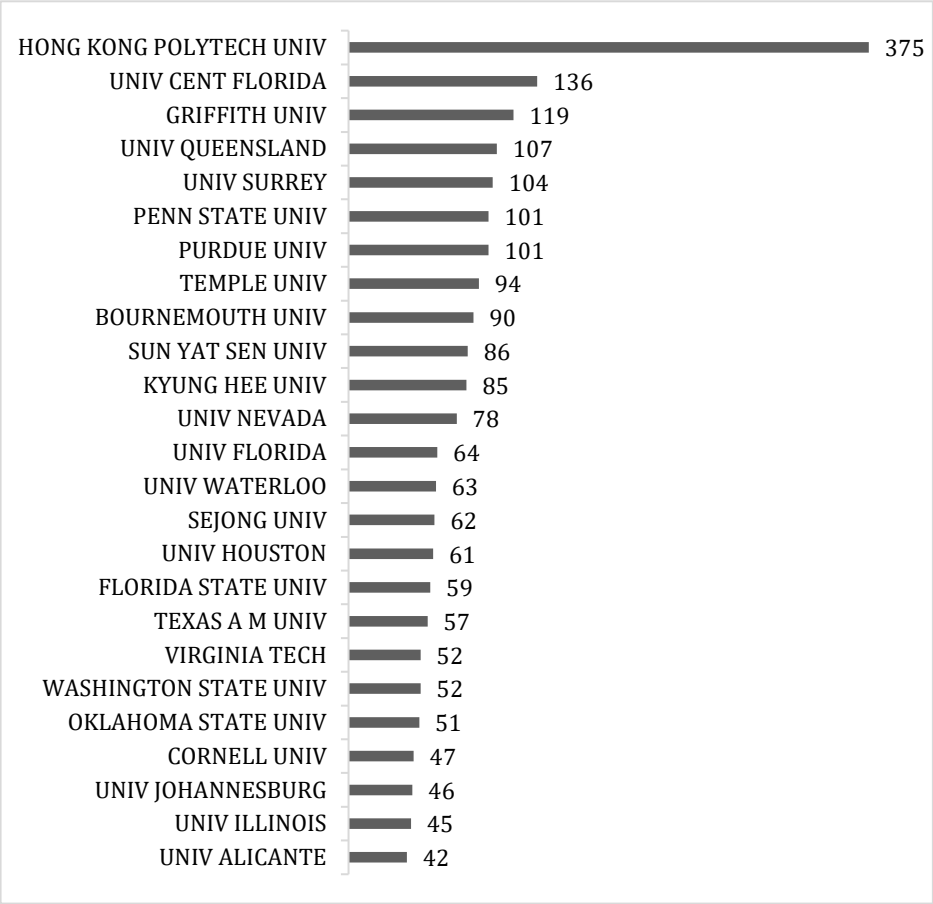
Many studies on IT in T&H (1615) were produced in the USA (Figure 2). This is followed by China (818), Australia (604) and the UK (561). This finding is as expected because the USA and China have a high interest in technology and innovation in tourism.

Figure 2. Total Number of Publications by Country



The reason why the USA and China are on the top for publication is might be they had better adapted organizations in IT. The USA has many organizations like the University of Central Florida working on this issue and Hong Kong Polytechnic University in China is at the top for the publications in IT and tourism (Figure 3). Robert Law's Progress in information technology and tourism management: 20 years on and 10 years after the Internet—The state of eTourism research article which was published in 2008 cited 3467 times till 2019 (Scholar, 2020), is the most influencing in the field.

Figure 3. Total Number of Publications by Organizations



Co-author Analysis

With co-author analysis, it is possible to see authors working on IT in T&H (Figure 4) and working networks between the authors which are grouped in different colors in Figure 5. When the links in the figure are followed, the co-authors' networks burst out. Besides, the number of publications belonging to the authors is shown in bubble sizes. Rob Law from Honk Kong Polytechnic University, has more connections with other authors in different colors means that he has been working and collaborating on different topics of IT in T&H.

Figure 4. Total Number of Publications by Author

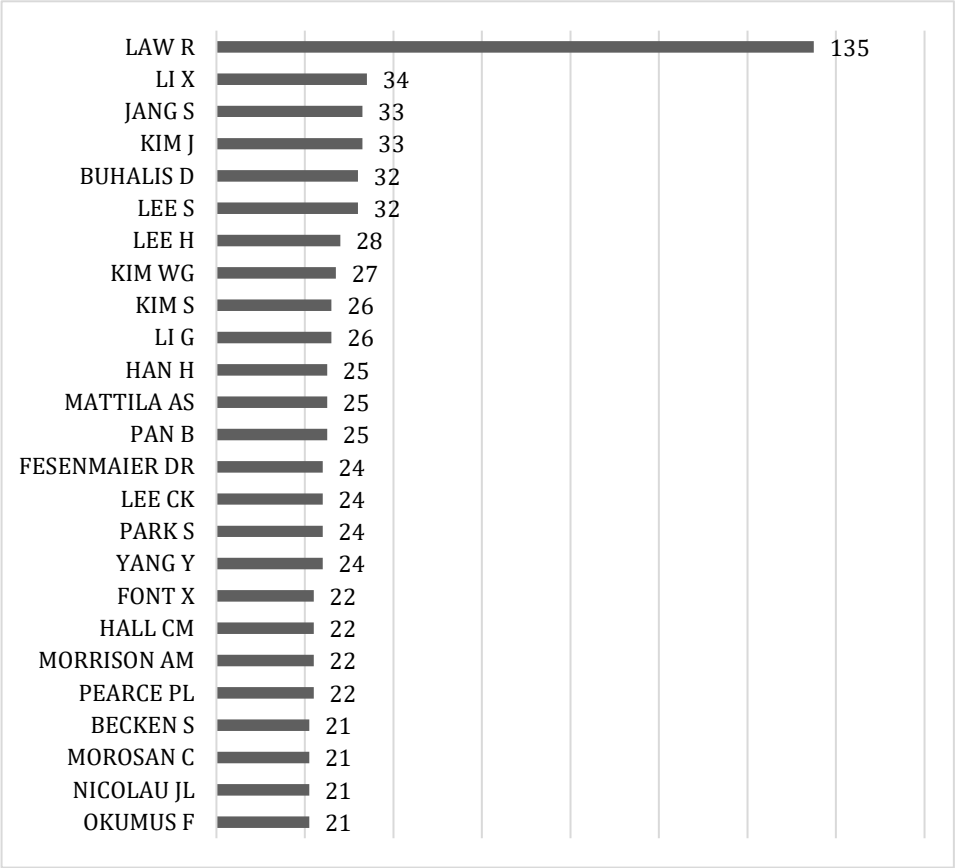
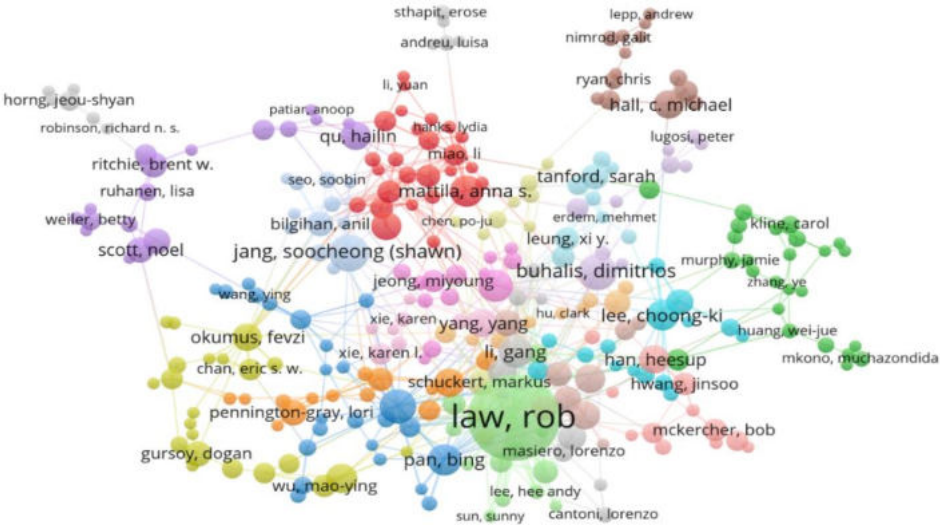


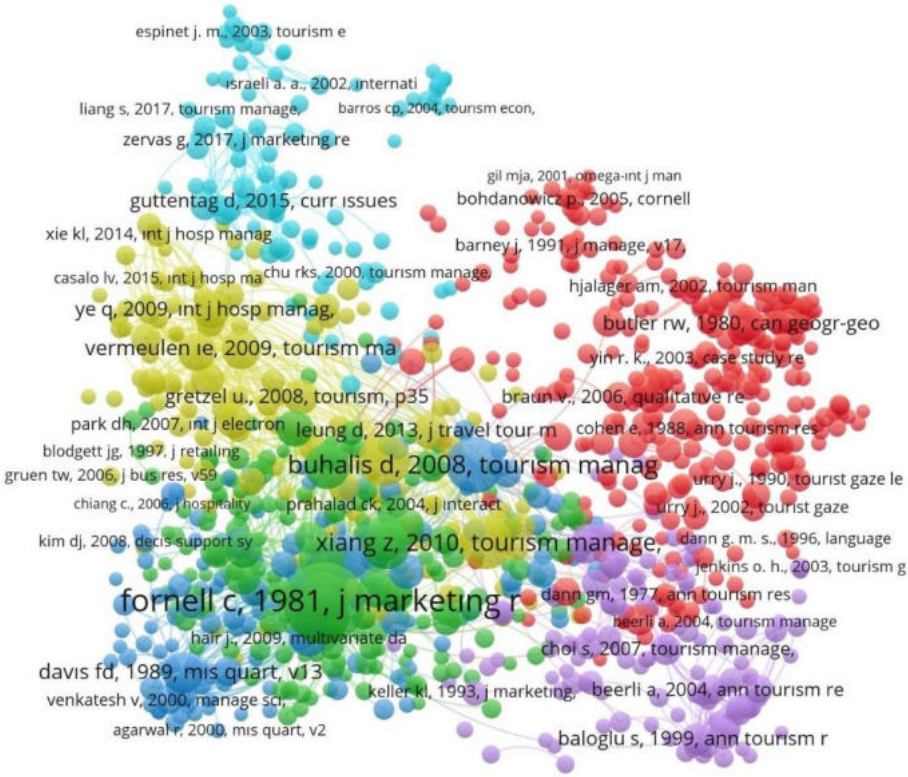
Figure 5. Co-author Analysis



Co-citation Analysis

This analysis was carried out through CiteSpace and Vosviewer programs, which use references from articles in the database of study, and a total of 171104 citations were found out for all articles. The VosViewer program has been categorized the literature in six different categories and Evaluating structural equation models with unobservable variables and measurement error paper of Fornell and Larcker (1981) as the most cited among all.

Figure 6. Co-citation Analysis



As a result of the co-citation analysis, the CiteSpace program has determined the 12 most cited categories which are trend topics: #0 online review, #1 purchase intention, #2 experience co-creation, #3 sharing economy, #4 environmental management, #5 sustainable tourism, #6 mobile device, #7 lodging properties, #8 brand love, #9 crisis planning, #10 tourist activities, #11 advance booking and #12 balanced scorecard. Clusters were determined based on the major references cited them which were published between 2000 and 2019. According to the analysis, the most cited article with 387 in the database is the article Airbnb: disruptive innovation and the rise of an informal tourism accommodation sector of Guttentag (2015) which is recent and influential in the field of sharing economy.

Table 2. Trend Analysis and Relative Clusters

Author	Year	Source	DOI	Frq	Cluster
Guttentag D	2015	Current Issues in Tourism	10.1080/13683500.2013.827159	387	#3 sharing economy
Xiang Z	2010	Tourism Management	10.1016/j.tourman.2009.02.016	355	#0 online review
Sparks BA	2011	Tourism Management	10.1016/j.tourman.2010.12.011	267	#0 online review
Buhalis D	2008	Tourism Management	10.1016/j.tourman.2008.01.005	252	#1 purchase intention
Hair J F	2010	Multivariate Data Analysis		246	#6 mobile device
Zervas G	2017	J of Marketing Research	10.1509/jmr.15.0204	242	#3 sharing economy
Leung D	2013	J of Travel & Tourism Marketing	10.1080/10548408.2013.750919	236	#0 online review
Hair JF	2011	J Marketing Theory & Practice	10.2753/MTP1069-6679190202	235	#6 mobile device
Munar AM	2014	Tourism Management	10.1016/j.tourman.2014.01.012	203	#0 online review
Litvin SW	2008	Tourism Management	10.1016/j.tourman.2007.05.011	194	#0 online review
Henseler J	2015	J Academic Marketing Sciences	10.1007/s11747-014-0403-8	188	#6 mobile device
Ayeh JK	2013	J of Travel Research	10.1177/0047287512475217	183	#0 online review
Tussyadiah IP	2016	Int J of Hospitality Management	10.1016/j.ijhm.2016.03.005	181	#3 sharing economy
Vermeulen IE	2009	Tourism Management	10.1016/j.tourman.2008.04.008	178	#0 online review
Hays S	2013	Current Issues in Tourism	10.1080/13683500.2012.662215	169	#7 lodging properties
Ert E	2016	Tourism Management	10.1016/j.tourman.2016.01.013	167	#3 sharing economy
Gutierrez J	2017	Tourism Management	10.1016/j.tourman.2017.05.003	164	#3 sharing economy
Podsakoff PM	2003	J of Applied Psychology	10.1037/0021-9010.88.5.879	162	#6 mobile device
Zeng BX	2014	Tourism Management Perspectives	10.1016/j.tmp.2014.01.001	159	#7 lodging properties
So KKF	2014	J of Hospitality Tourism Research	10.1177/1096348012451456	156	#8 brand love
Lu WL	2015	J of Hospitality Marketing & Man.	10.1080/19368623.2014.907758	148	#0 online review
van Doorn J	2010	J of Service Research	10.1177/1094670510375599	147	#8 brand love
Tussyadiah IP	2016	J of Travel & Tourism Marketing	10.1080/10548408.2015.1068263	143	#3 sharing economy
Venkatesh V	2012	Mis Quarterly		141	#6 mobile device
Xiang Z	2015	J of Retailing & Consumer Services	10.1016/j.jretconser.2014.08.005	140	#2 experience co-creation

Citation burst is important for those who want to identify more resources and to learn more in a field. In this study, the studies that were referred to attract attention between 2000 and 2019 were determined with citation burst. High burst shows that it is a hotspot for a certain discipline in a certain time interval (Chen, Hu, Liu, & Tseng, 2012). According to Table 3, Venkatesh, Morris, Davis, and Davis (2003) Unified theory of acceptance and use of technology (UTAUT) model attracted intensive attention between 2000 and 2019. This article which was created by bringing together eight old theories in user acceptance of technology is very popular also for other IT studies.

Table 3. Top 25 References with the Strongest Citation Bursts

References	Strength	2000 - 2019
Venkatesh V, 2003, MIS QUART, V27, P425	30.5395	
Russell R, 2004, ANN TOURISM RES, V31, P556, DOI	19.7631	
Lu L, 2019, INT J HOSP MANAG, V80, P36, DOI	17.9804	
Tussyadiah IP, 2018, INFORM COMMUNICATION, V2018, P308	16.949	
Sarstedt M, 2015, PROCEEDINGS OF THE 2009 ACADEMY OF MARKETING SCIENCE (AMS) ANNUAL CONFERENCE, V0, P8	16.3417	
Gummerus J, 2012, MANAG RES REV, V35, P857, DOI	15.5802	
Sonmez S F, 1998, JOURNAL OF TRAVEL RESEARCH, V37, P171, DOI	15.2107	
Cvijikj IP, 2013, SOC NETW ANAL MIN, V3, P843, DOI	14.9344	
Kim SE, 2017, INFORM MANAGE-AMSTER, V54, P687, DOI	14.6114	
Bartneck C, 2009, INT J SOC ROBOT, V1, P71, DOI	14.3337	

Co-occurrence Analysis

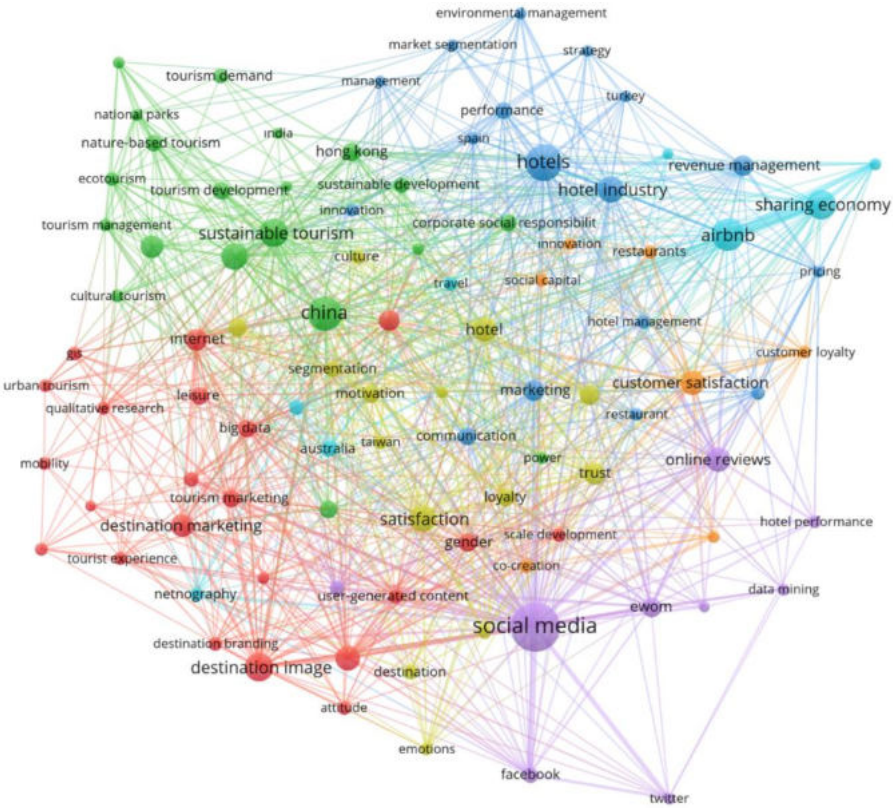
This analysis is very important to be able to map the literature in mind and to know where to start to study. Due to the co-occurrence analysis made with VosViewer software some keywords occurred as shown in Table 4. Social media (229) is at the top of the list followed by hotels (141), China (128) and Airbnb (115) which are the main determiners for IT studies in T&H. Besides, for a better understanding of the relations between these keywords a co-occurrence network analysis has been conducted. As a result 'social media' word have found to be the most influential on all other subjects, that means social media is mostly studied in the literature in different ways. Furthermore from the network map,

6 clusters of research areas have been defined: 1. Social media and online reviews, 2. Hotels, 3. China and sustainable tourism, 4. Airbnb and sharing economy, 5. Destination image and destination marketing, and 6. Satisfaction.

Table 4. Co-occurrence of Keywords

Rank	Term	Frq	Rank	Term	Frq
1	social media	229	14	content analysis	71
2	hotels	141	15	destination marketing	62
3	china	128	16	climate change	62
4	airbnb	115	17	internet	60
5	sharing economy	100	18	trust	59
6	destination image	92	19	marketing	56
7	sustainable tourism	92	20	revenue management	54
8	hotel industry	84	21	service quality	51
9	satisfaction	82	22	ewom	49
10	sustainability	81	23	hong kong	46
11	online reviews	75	24	rural tourism	46
12	hotel	74	25	gender	46
13	customer satisfaction	72			

Figure 7. Keywords Co-occurrence Network



DISCUSSION & CONSLUSION

This study provides a scientometric review of the IT-related studies in T&H. For this purpose, a database were created by searching IT related studies in the journals of tourism and hospitality which are SSCI indexed. Thanks to this database, publication statistics were obtained and citation analyses were carried out. As a result of the findings obtained from the study, it has been observed that IT studies have increased intensively in T&H journals since 2006. The reason for this development is the ever-growing hedonic use of technology (Venkatesh, Thong, & Xu, 2012), offering a competitive advantage to tourism businesses (Bilgihan, Okumus, & Kwun, 2011) and disruptive feature of innovation which force to use new technologies (Christensen, 2006). Globally 49.7% of the world population uses the internet (Bank, 2017) and they participate also in tourism processes and make businesses oblige to be effective in IT. Therefore these developments engaged the attention of the researchers and directed the IT-related issues to be analyzed with new models.

While some researchers continuing on the much-debated topics, others which are especially from the USA and China are almost aware of the importance of IT. Even though Law et al. (2009) tried to warn researchers about the importance, but there were some challenges for researchers like non-assimilation due to imperceptions, absence of infrastructure, disinvestment in public and private sector, and problem observation failure were arisen. Rob Law in Hong Kong Polytechnic University, was found to be the hardworking and most influential person for the field. Authors generally studied specific areas and have some working groups for certain topics.

Table 5. Summary of Clusters

	Most Studied	Trend
1	Social media and online reviews	online review
2	Hotels	purchase intention
3	China and sustainable tourism	experience co-creation
4	Airbnb and sharing economy	sharing economy
5	Destination image and destination marketing	environmental management
6	Satisfaction	sustainable tourism
7		mobile device
8		lodging properties
9		brand love
10		crisis planning
11		tourist activities
12		advance booking
13		balanced scorecard

According to findings of co-citation analysis, two important conclusions arose: (1) structural equation modeling is mostly used as a method and (2) UTAUT model has a stronger citation burst for IT studies in T&H. Besides, as a result of co-citation and co-occurrence analysis most studied and trend clusters were listed in Table 5. Finally, it was found out that online reviews are most studied and still a trend and subsequently researchers usually studied IT in hotels, China, and for sustainable tourism, sharing economy, destination marketing and image, and satisfaction. Some of the most studied clusters are still trending in literature

but there also new clusters like purchase intention, experience co-creation, mobile device, etc.

Tourism has a complex domain and has many common points with technology because semantically both have many intangibles to exchange as information. So many processes in T&H transformed into e-processes like reservation, check-in, orders, etc. That is to say that technology changes tourism and vice versa. Researches should continue to do their researches on IT in T&H but with more computational power and sophisticated algorithms to be able to resolve future problems (Gretzel, 2011).

Limitations & Future Research

Future researches may include detailed methodology analysis and the use of statistical methods. Co-citation analysis is a very good start for new researchers before starting to study IT in T&H. Additionally, researchers may focus on the reasons why the USA and China have more publications than other countries.

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HIGH-PERFORMANCE WORK PRACTICES AND FRONTLINE HOTEL EMPLOYEES' CREATIVE PERFORMANCE: MEDIATING ROLE OF JOB CRAFTING

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INTRODUCTION

Improving frontline hotel employees (FHEs)' performance is the key concern for hospitality organizations' managers. Under the circumstances of diverse guests' expectations and highly competitive hospitality market environment, hotel managers seek different strategies to enhance employees' performance. High performance work practices (HPWPs) as job resources (JRs) are recognized to be effective boosters of employees' performance.

In addition, both scholars and practitioners started to introduce the job crafting (JC) approach, which permits customer-contact employees to proactively redesign their job (Kim, Im, & Qu, 2018). JC refers to the proactive changes employees initiate in order to improve job fit in the workplace (Niessen, Weseler, & Kostova, 2016). Unexpected guests' needs and wants require FHEs to "go extra miles" and display creative performance (CP) in order to satisfy their customers.

The current paper proposes the conceptual model which aims to investigate the antecedents and consequences of FHEs' JC. This study is using the job demand-resources (JD-R) theory. Under the umbrella of the motivational process of JD-R theory, JRs (e.g., HPWPs) encourage employees to display higher level of work engagement and improve their job performance (e.g., CP) (Bakker & Demerouti, 2007).

The current research contributes to the theoretical literature by further investigation of employees' JC antecedents (e.g., HPWPs) and its consequences (e.g.,CP). As suggested by previous researchers, this study expands the theoretical knowledge from the hospitality settings perspective regrading predictors and outcomes of employees' JC by examination the proposed conceptual model where JC plays a mediating role in the relationships between HPWPs and employees' CP (Kim, Im, & Qu, 2018).

LITERATURE REVIEW

HPWP

HPWPs are human resource practices that are recognized as effective boosters of employees' performance (Karatepe & Vatankhah, 2015). There are seven main indicators of HPWPs, namely, training, job security, rewards, empowerment,

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career opportunities, selective staffing, and teamwork (Karatepe & Vatankhah, 2015). Training is defined as the systematic process which aims to develop necessary skills and attitudes as well as provide useful knowledge for current job (Blanchard & Thacker, 1999). Training motivates employees' personal growth, learning and development (Lee & Bugler, 2017), what eventually encourage them to display organizational commitment and improve their job performance. Empowerment refers to the freedom given to employees by managers which enable them to make the job-related decisions by their own (Forrester, 2000). Empowering FHEs leads to the fulfilment of their duties, allows them to use their innovative and creative judgement, what eventually leads to the quick and effective responses to the customers' needs and complaints (Safavi & Karatepe, 2018). The strong and fair reward system plays a motivational role and encourages employees to effectively deal with customers' complaints and requests (Safavi & Karatepe, 2018). In addition to the above-mentioned HPWPs, providing career opportunities to the employees, ensuring their security, encouraging team work and using selective staffing are considered as essential JRs which motivate employees to display better job performance. The positive link between HPWPs and service employees' task performance (Chen. Lin, & Wo, 2016), employees' creative and service recovery performance (Karatepe, Olugbade, 2016) directly and via different mediating mechanisms has been supported by the researches.

Job Crafting

JC is defined as "the physical and cognitive changes individuals make in the task or relational boundaries of their work" (Wrzesniewski & Dutton, 2001, p. 179). From the JD-R model prospective, there are four types of JC behavior, namely increasing structural JRs, increasing social JRs, increasing challenging job demands, and decreasing hindering job demands (Tims, Bakker, & Derks, 2015). JC is the form of proactive behavior in the workplace, which allows employees to take control, make changes or act in advance (Tims, Bakker, & Derks, 2015).

JC has been recognized to be crucial in improving employees' job-related outcome (Cheng, & Yi, 2018), increasing work engagement (Chen, Yen, & Tsai, 2014). Previous research demonstrates that strongly developed human resource system encourage employees to be more engaged and display JC, what in turn lead to the improved employees' performance (Guan & Frenkel, 2017).

Creative Performance

Within dynamic service market, creativity is one of the crucial factors for hospitality organization success (Hon, 2012). Hotel managers try to develop strategies which aim to boost employees' creativity, increase their CP and enable them to reply to the unexpected situations in creative and innovative way (Hon, 2012). The concept of CP refers to the employees' ability to implement innovative, creative and novel ideas in the workplace (Ringelhann et al., 2016). Prior studies indicate that JRs can foster employees' CP (Glaser, Seubert, Hornung, & Herbig, 2015; Hon & Rensvold, 2006). In addition prior research demonstrate that HPWPs directly and indirectly (via career adaptability)

increase employees CP and extra-role performance (Safavi, & Karatepe, 2018). However, further investigation regarding the antecedents of CP is needed.

METHOD

The research was conducted in North Cyprus. Data were obtained from 300 FHEs in five-star hotels during summer 2020 by two wave survey. Permission from selected hotel managers was taken. Self-reported questionnaires were distributed among FHEs. Questionnaires were translated from English into Turkish by using back-translation method (Parameswaran & Yaprak, 1987). Hypotheses were tested via regression analysis in SPSS.

RESULTS AND CONCLUSION

The findings of this study suggest that HPWPs encourage employees' JC and boost FHEs' CP. Moreover, the results show that JC lead to CP. The findings demonstrate that JC mediates the relationships between HPWPs and CP. Specifically, the findings demonstrate that HPWPs motivate FHEs to perform better, act proactively by displaying JC and CP. HPWPs are perceived as JRs by the employees and used to overcome emotional and physical challenges associated with customer-contact labor.

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THE MODERATING ROLE OF SUPERVISOR SUPPORT ON THE RELATIONSHIP OF INTERNAL SERVICE QUALITY AND ORGANIZATIONAL DEVIANCE

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INTRODUCTION

In the service organizations, the quality of service is related to a person who and how is providing the service, which is the employee. They have a vital role in the service industry as they produce and provide the service, which is introduced to the internal customers (Chiang & Wu, 2014). Indeed, employees' behavior represents the organization and they can influence the satisfaction of customers directly. Since employees are not gratified in their work, their behavior will not be the right way. This negative behavior in workplace so-called organizational deviance (OD) is a critical issue in the service organizations (Robinson & Bennett, 1995). In the service industry, having a higher level of satisfaction for internal customers is an essential factor for organizations, so that external customers can be affected by service quality of employees (Nazeer, Zahid, & Azeem, 2014).

The purpose of this research is to investigate the influence of internal service quality (ISQ) on organizational deviance with supervisor support as a moderator in the hotels. Therefore, the following research questions are defined as:

1) What is the relationship between ISQ and OD?
2) How supervisor support can moderate ISQ and OD?

LITERATURE REVIEW

To achieve the higher level of external service quality, organizations should pay more attention to the individual units (Latif & Ullah, 2016). On the other hand, the ultimate result of having ISQ is higher quality of external services (Chen, 2013). The ISQ is defined as "the quality of service delivered by different departments or the people working in these departments, to other departments or to workers within the organization" (Stauss, 1995).

The fundamental results of having ISQ are satisfaction, retention, loyalty, growth, and profits from external customers (Nazeer et al., 2014). It is shown that ISQ have a significant impact on organizational performance (Bellou & Andronikidis, 2008).

The OD is one of the two types of workplace deviance, which is defined as "the deviant behaviors directly harmful to the organization" (Robinson & Morrison, 2000). The OD is a negative reaction resulting from unsatisfying employees who are motivated to act as the deviant behavior rather than positive (Erkutlu & Chafra, 2013). Ferris, Brown, and Heller (2009) in their study have elaborated that the organizational supports can contribute to decrease the OD. It is shown

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by Neves and Story (2015) that ethical leadership can influence on decreeing the OD.

Since the main challenges of leaders in service organizations is to keep their frontline employee at work and make sure that they feel connectedness in their job, supervisors should understand the perception of their employees towards their leader and observe their satisfaction levels (Pan, 2015). Supervisor support (SS) is defined as "the supervisors behave in helping their employees to demonstrate the skills, knowledge, and attitudes collect from the training program" (Rhoades & Eisenberger, 2002). The role of supervisor behavior on the service quality of frontline employee is shown as significant for improving the performance of the employee. So that, when the leadership behavior of the supervisor is low, the employee service quality will be less (Hui, Chiu, Yu, Cheng, & Tse, 2007).

METHOD

The data were collected from employees of hotels through the survey. For evaluating the relationship and assessing the hypothesis the structural equation modeling (SEM) is used. Then results were evaluated by using the quantitative method. The ISQ was measured by the scale of Kang, Jame, and Alexandris (2002). The 19-item to measure workplace deviance utilized by Bennett and Robinson (2000).

RESULTS

The scale items were tested to ensure the reliability and validity analyses. Therefore, the Cronbach alpha, composite reliability, and average variance constructed were calculated to test the internal consistency of constructs. The varieties of model fit indices have been analyzed and affirm that the all-factor measurement model fit the validity of the proposed model. The paper finds that ISQ has a direct and positive impact on decreasing OD. Furthermore, the supervisor support moderates the relationship between ISQ and OD.

CONCLUSION

The supervisor support in service organizations can influence on decreasing the OD as the moderators by improving the ISQ to achieve a higher level of external service quality. So that, ISQ is a tool for organizations to keep their competitiveness level and performance (Latif & Ullah, 2016).

IMPLICATIONS

This study will help managers of hotels in understanding the importance of having supervisor support for paying more attention to their employees as ISQ to decrease the OD behavior in their hotels, to achieve a higher level of performance. The leaders can be rewarded for developing a longer-term orientation and for taking authentic moral actions in the face of pressures to do otherwise (Erkutlu & Chafra, 2013).

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REVISITING THE ISSUE OF PRESENTEEISM AND ABSENTEEISM IN HOSPITALITY INDUSTRY: A SIGNPOST FOR FUTURE DIRECTION

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INTRODUCTION

Human relation literatures have established that going to work while sick or presenteeism is has negative outcomes on both the individual and the organization (Ishimaru, Mine, & Fujino, 2020; Karanika-Murray & Biron, 2020). While investigation into why people exhibit this behavior has been extensively researched in social science literature, it appears that such level of understanding is lacking in hospitality literature. Nonetheless, hospitality employees are faced with work-related stress that often exert psychological pressure on them resulting in sickness but still engage in the work due to the demand of the industry (Koc & Bozkurt, 2017).

Given the realities of hospitality employees and the lack of studies on the examination of the impact of presenteeism on the industry's performance, this study seek to systematically review studied which have been published in hospitality journals to highlight the current experience of employees and the future signals.

BRIEF STUDIES OF PRESENTEEISM AND ABSENTEEISM IN HOSPITALITY LITERATURE

Absenteeism which refers to being away from work without plan is a well-known issue in hospitality research (Mayer & Thiel, 2018). According to Pizam and Thornburg (2000), absenteeism can take a form of authorized absence or an unauthorized absence from the workplace which inevitably put pressure on others to deliver on the job. Several grievous outcomes have been associated with absenteeism in literature. For instance, Ozturk and Karatepe (2019) found that employees must possess a right level of psychological capital in order not to be affected by co-worker's absenteeism.

On the other hand, presenteeism refers to being present at work while sick (Ishimaru et al., 2020). Unlike absenteeism, employees with presenteeism behavior defile their physical and/or psychological limitations in order to be present at work (Arjona-Fuentes, Ariza-Montes, Han, & Law, 2019). While these act may appear to be a positive gesture and attitude to work, it has been found that such employees are unable to perform at an optimal level resulting in loss

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of resources (Eluwole, Lasisi, & Avci, 2018). Further, despite its detrimental impact on performance and employee output, scholarly studies in hospitality industry have been scare on the subject.

METHOD OF STUDY

To achieve the objective of this study, presenteeism and absenteeism was used to search for articles published in hospitality journals which are indexed in web of science collections.

RESULT AND CONCLUSION

With "presenteeism" as the search word in web of science, a total of 1,593 results were obtained. However, when the search is limited to hospitality industry, only 7 articles was published. Further, when "absenteeism" was used as the search word, 7,432 articles were found. When this search was restrained to hospitality context, the result was 23. Thus, there is a research dealt in hospitality literature on the subject of presenteeism and absenteeism in hospitality industry.

In sum, while the investigation of the effects and impact of presenteeism and absenteeism is of paramount importance in hospitality industry, the knowledge and interest of scholars from hospitality field toward the subject area is at below appropriate level. Thus, to safeguard against the deleterious impact of such phenomena in the industry, academia are called upon to invest and investigate these issues.

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SERVANT LEADERSHIP AND OCB: THE MEDIATING ROLE OF WORK ENGAGEMENT AND EMOTIONAL INTELLIGENCE

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INTRODUCTION

Leadership has consistently remained the most trial subject for creators. Marshall (1991) stated that "leadership is influence - nothing more, nothing less". The main confusion is however whether work engagement is fully tied to servant leadership or leadership in general. How we make the connection is yet still to be examined (Mitchell, 2014). Servant leadership inspires teamwork, trust, foresight, listening, and the principled use of power and empowerment (Greenleaf, 1977). Servant leadership is especially appropriate for information associations as a result of its laborer focused and development situated method (De Sousa & Van Dierendonck 2010). McCrimmon, (2010) suggested that servant leaders have been seen as viable in light of the fact that the necessities of devotees are so taken care of that they arrive at their maximum capacity consequently perform at their best .

Organizational citizenship behavior (OCB) was created by (Organ, 1988) and defined OCB as an optional behavior that is not the part of employee formal job but that stimulates the effective working of the organization. Additionally, previous research have found positive association between servant leadership and employee OCB (Ehrhart, 2004; Walumbwa, Hartnell, & Oke, 2010; Newman, Schwarz, Cooper & Sendjaya, 2017).

Servant leadership is one characteristic of work engagement that is also connects emotionally to their subordinates. However, Work engagement defines employees that, demonstrate a passion for their work and organization which effects in commitment and contribution to organizational success (Sousa & van Dierendonck, 2017). Engaged employees are involved and these kinds of employees can provide better customer service. In addition, servant leaders bring inspiration, reflection, empathy, foresight and intuition, perceptivity, and relational aptitude to their services that involve emotional intelligence within the leaders (Greenleaf, 1977). Researchers have found significant association between three variables with servant leadership including that are service, empowerment and visioning (Dennis & Winston, 2003). Wahyu Ariani (2013) stated that, there is a relationship between employee engagement and OCB in service industry in Yogyakarta. However, recent study focus to understand the

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role of EI and WE between the relationship with SL and OCB in hospitality sector, especially, in casino hotels.

Against this backdrop and under the framework of the leader-member exchange theory Graen, & Uhl-Bien, 1995), this study proposes an original model testing the mediated effect of Servant Leadership (SL) on organizational Citizenship Behaviour (OCB) via Work engagement and Emotional Intelligence.

LITERATURE REVIEW

Servant Leadership, Emotional Intelligence, Work Engagement and OCB

A structure of Leader Member Exchange theory has been advanced as a system that clarifies the procedure by servant leaders impact their supporters to go well beyond their activity job, and take part in conduct that benefits the association and other organizational persons (Van Dierendonck 2011; Henderson, Liden, Glibkowski, & Chaudhry, 2009).

In their recent research Wong, Ramalu & Chuah, (2019), confirmed that servant leadership is a significant and positive antecedent of OCB in hospital industry. They concentrated to understand the relationship between each other. In addition Baytok, & Ergen (2013) analysed the direct effect of servant leadership on organizational citizenship behaviour in five star hotel in İstanbul. Our study focused to understand the effect of SL on OCB in casino hotel industries in north Cyprus and understand the role of mediating variables between above relationship.

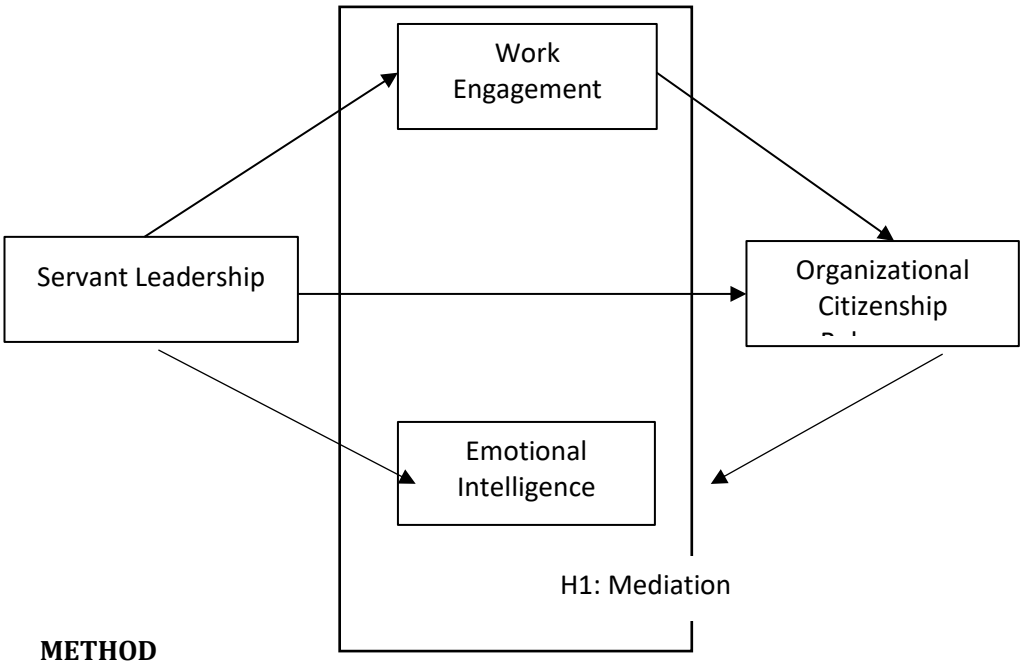
Regarding to Walumbwa, Hartnell, & Oke (2010) stated that, servant leaders provide strong empowerment to their subordinates, these leaders allow their followers to get high levels of responsibility and work achievement. There are several research about the significant association between SL and WE. One of the important research is written by Sousa & van Dierendonck, (2017), they found significant relationship between SL and work engagement (overall level) among followers. However, Organ (1988) consider that OCB is a type of behavioural commitment. Based on this perspective, there are a lot of research has indicated that work engagement positively impacts OCB (Babcock-Roberson & Strickland, 2012; Hassan, Saleem & Rajput, 2014). Employees who are mentally occupied with their work and with their organization will be likely to do things that their activity position doesn't require and invest more energy and exertion on business related issues and connections, that is, OCB..

Furthermore, Winston and Hartsfield (2004) have in their work presented several connections between emotional intelligence and servant leadership. The leader's ability to appraise and express emotion and use emotion to enhance cognitive processes and the reflective regulation of emotions are the connections. In summary there seems to be clear understanding that somehow some components of emotional intelligence and servant leadership connect (Batool, 2013; Du Plessis, Wakelin & Nel 2015). Some authors also argue that servant leadership has significant relationship between emotional intelligence. It is however; not very clear if SL influence on subordinates' emotional intelligence. Therefore, there is still needs for greater understanding about the role of SL on employees' emotional intelligence.

There are many studies about the effect of EI on OCB in different industries (such as in hotel sector Hanzaeea & Mirvaisib 2013; in education Turnipseed & Vandewaa 2012). The recent studies researchers assume to demonstrate that EI helps understand individual's emotions efficiently while using and controlling emotions would encourage voluntary and positive behaviours. Based on above literature review and LMX theory, authors developed research hypothesis below;

H1. Employee Emotional Intelligence and Work Engagement mediates the effect of SL on OCB.

Figure 1: Research Model



METHOD

Self-reported questionnaire was used to gather data from employees of casino hotels in North Cyprus with the aid of convenient sampling technique. The SPSS statistical software was used to evaluate the questionnaires. Respondents were asked to respond on a 7-point Likert scale which included the following: 1-Strongly Disagree, 2- Disagree, 3-Moderately Disagree, 4-Neither Agree or Disagree, 5-Moderately Agree, 6-Agree, 7-Strongly Agree.

CONCLUSION

The aim of this study is to test an empirical model that investigate the parallel mediation hypothesis of work engagement and emotional intelligence between the association of servant leadership and organizational citizenship behavior. Through the examination of the aforementioned relationships, this study advance the leadership-organizational outcome nexus by extending the role of employees' emotional intelligence and work engagement to include their prediction of organizational citizenship behavior.

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TO ADOPT OR NOT TO ADOPT? LIVE STREAMING VIDEOS AS A TOOL FOR DESTINATION SELECTION AMONG YOUNG TOURISTS

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Abstract

The purpose of this study is to investigate and determine the critical factors that are crucial for the acceptance of live streaming video applications as a tool for destination selection among young tourists. This conceptual study proposes a model through which live streaming video is considered as an antecedent of destination selection in tourism research.Our propositions suggest that self-efficacy will affect tourist perception of online streaming video and its use as a destination selection tool. This study focused on young tourists aged 20 to 40 who are active users of social media platforms especially online streaming videos. This research will contribute to the industry by giving both tourists and destination marketers an alternative and efficient marketing tool in online streaming apps. The study is expected to increase the choice of tourist destination selection thereby increasing tourism receipts and indirectly the economy of the host community. This study combines the power of online live streaming apps with the self-efficacy theory to birth an important marketing tool for destination selection.

Keywords: Social Media, Visual tourism, Self-presentation, destination marketing, Young Tourist

INTRODUCTION

Advancement in technology is altering every facet of our world. Our world has become more dynamic in interaction and communication. The tourism industry has also been affected by the wave of technology advances as several operations and services are now perceived through the lens of technology within the industry. Social media is one of such technologies that have widely impacted our way of networking and interactions; it has shifted our traditional paradigm of relationships and operations. More so, social media has now introduced live streaming video applications enabling users (tourists) to share their experiences simultaneously as they are consuming it through a live video. While the online live streaming video is not completely new, its creation and accessibility have never been as inundating as it is now with the advent of live streaming video applications such as Face live, Snapchat and periscope. The entrance of these

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applications has therefore presented a change in the consumption of video from doctored content to interactive content representing an opportunity for tourists to be actively involved in the destination while also indirectly marketing the destination electronically representing a business opportunity for destination marketers.

Furthermore, tourists are also presented with the opportunity of a real-time experience of a prospective destination even while still in the pre-decision stage of their planned trip and as such can maximize the medium in their selection process based on their perceived expected benefit as presented in live-streamed videos. This process represents a gap in the industry and also hospitality academic literature. Several academic kinds of research have studied the use of video in tourism; many others studied its usage in destination marketing. However, the application of interactive video such as live streaming video has received very insufficient attention, hence, the motivation for this study. Similarly, the Technology Acceptance Model theory has been proven to be reliable for the adoption of new technologies.

This is evident in the volume of research that has used the model for acceptance of technologies in several industries and disciplines (Aboelmaged, 2010; Ali, Nair, & Hussain, 2016; Herrero & San Martín, 2012; Huang, Backman, Backman, & Moore, 2013; Jan & Contreras, 2011; D. Kim, Park, & Morrison, 2008; T. G. Kim, Lee, & Law, 2008; W. Lee, Xiong, & Hu, 2012; Y. Lee, Hsieh, & Hsu, 2011), hence, the technology acceptance model will also be used to test the independent variables of perceived attraction, ease of use, trust, self-efficacy, perceived stimuli and real-time interaction on tourist's destination selection. This study, therefore, seeks to investigate and determine the critical factors crucial for the acceptance of live streaming video as a destination selection tool while also extending the technology acceptance model to include live streaming video.

LITERATURE REVIEW

Tourism and Economy

According to UNWTO (2015), the tourism industry represents 9% of the world's GDP, international tourism receipts earned by destinations worldwide surged from US$ 2 billion in 1950 to US$ 104 billion in 1980, US$ 415 billion in 1995 and US$ 1245 billion in 2014 (UNWTO, 2015). Also, the report stated that "Over the past sixty years, tourism has expanded and diversified continuously to become one of the largest and fastest-growing economic sectors in the world. Many new destinations have emerged in addition to the traditional favorites of Europe and North America" (UNWTO, 2015). These statistics represent both opportunity and competition for destinations and therefore the need for destination marketers to understand and develop the best tool plus strategies to actively market their destinations to tourists.

Self-Efficacy

Self-efficacy refers to individuals' beliefs about their ability to carry out courses of action required to produce specific attainments (Bandura, 1977). Self-efficacy have been widely discussed in the areas of career decision and vocational abilities (Buyukgoze-Kavas, 2014; Chaney, Hammond, Betz, & Multon, 2007;

Gadassi, Gati, & Wagman-Rolnick, 2013; Grier-Reed & Skaar, 2010; Jin, Ye, & Watkins, 2012; Mau, 2000; Nam, Yang, Lee, Lee, & Seol, 2011). Phillips & Gully (1997), explains that self-efficacy was found to lead to higher self-set goals and higher performance. Although self-set goals often are measured in work-related environments, individuals can also set goals about intended achievement from a vacation trip or acquisition of tourism products. Hence, the degree to which contents of destination tourism videos challenges the viewers, the more the likelihood of selection of such destination for individuals with high self-efficacy. Personal cognition influences the direction, instigation, and persistence of behaviors (Bandura, 1989; 1977). It suggested that people act and behave in a particular way because of their belief in themselves. Destination selection is a behavior that is affected by this construct. When we consider tourism activity as an achievement and a self-worth venture, the theory of self-efficacy becomes readily applicable. We often think of travel as leisure and forget that it demands resources that must be planned and utilized adequately for its achievement as it is the case in most vocations and careers. This study project travel and adventure tourism as a vocation and thus assumed that tourists must have high self-efficacy to achieve this goal.

Bandura (1977) inferred that individuals who successfully perform an activity or task must first perceive themselves of being able to do the task. Self-efficacy provides a roadmap through which people use their social, behavioral and cognitive skills to achieve an objective. Self-efficacy impacts an individual's reasoning patterns and often helps to chart the course of engagement of action, to persevere and exert enough energy to complete the task (Mau, 2000). Since self-efficacy entails the confidence in oneself to be able to face and tackle a challenging situation and remain focused on achieving the set goals, it is then of great importance to study how it affects the tourist decision-making process in regards to destination selection. This present study draws on the strength of self-efficacy to investigate the adoption of online live-streamed videos as a destination selection tool through the instrument of perceived attraction, trust, perceived ease of use and the real-time interaction of the video applications. Existing studies have proven that self-efficacy is a key element in understanding the adoption of e-learning systems and technologies (Bhatiasevi, 2011; Park, Nam, & Cha, 2012).

Technology Acceptance Model (TAM)

David (1989) proposed a model for understanding the acceptance and usage of new technologies. TAM has been verified and proven to be a successful model for prediction and explanation of behaviors in various fields of endeavor (Ali et al., 2016; Herrero & San Martín, 2012; Huang et al., 2013). El-Gohary (2012) investigated factors affecting the acceptance of E-marketing within small business enterprises in the UK. He found that compatibility, relative advantage and ease of use positively impacted the adoption of E-marketing by UK small businesses thereby extending the TAM model (El-Gohary, 2012). In the acceptance of computer systems and computer efficacy, Venkatesh (2000), adopted the TAM model and introduced the control variable of intrinsic

motivation to the model. His findings confirm the effectiveness of the TAM model for predicting user acceptance behaviors (Venkatesh, 2000).

Although TAM was originally designed with perceived usefulness and perceived ease of use as the main construct, many researchers have extended the model to include variables like Trust, Perceived stimuli, ease of use, and their results confirmed the applicability of this model with improved variables. Dishaw and Strong (1999) extended TAM by suggesting a model that includes the connection between task-technology fit and Perceived Usefulness/Perceived Ease of Use. They discovered that the extended TAM answered the question of variation of the dependent variable clearly than the original TAM (J. Lee, Cho, Gay, Davidson, & Ingraffea, 2003). Moon and Kim (2001) also suggested a model which introduced perceived playfulness as a known antecedent of attitude regarding the use of the internet. Davis et al. (1989) discovered perceived enjoyment as a significant intrinsic motivator in relation to perceived ease of use and also extend TAM to include this construct (J. Lee et al., 2003). According to Bandura (1982), self-efficacy judgments differ from outcome judgments while taking social cognitive theory into consideration. Outcome judgments refer to the degree to which successful behavior explains the expected outcomes. Using Bandura's viewpoint, Compeau et al. (1999) extend TAM by proposing a model where technology usage bridges the outcome performance expectations and personal outcome expectations (J. Lee et al., 2003).

Venkatesh (2000) made a detailed study of the variable of Ease of use. Controls (internally and externally-defined as computer self-efficacy and facilitating conditions), emotion (defined as computer anxiety), and intrinsic motivation (defined as computer playfulness) are proposed as anchors that influence users' early perceptions about the ease of use of a new system (Venkatesh, 2000). Based on this rationale, this research seeks to combine the TAM model with the self-efficacy theory to propose a modified model for the user's acceptance of live-streamed videos as a destination selection tool. The model will use perceived attraction, ease of use, trust, and real-life interaction as dependent on self-efficacy to determine user behavior of destination selection.

Perceived Attraction

Competition in the tourism industry is on a constant increase. This competition has provided the tourist with many alternatives and more difficulty with a selection of preferred destinations. To help in their decision-making process, tourist uses their perceived image of the destination (Baloglu & Mangaloglu, 2001; MacKay & Fesenmaier, 1997; Nelson, 2005; Wang & Hsu, 2010). However, destination marketers are also aware of the need for a positive destination image to create a desirable destination choice for tourists as such they introduce projected destination image (Grosspietsch, 2006).

Nelson asserted that "place promotion, like other forms of advertisement, is often deceptive, creating a layer of meanings that reinforces exploitative tourist behaviors" (Nelson, 2005). Grosspietsch (2006), argued that to attract tourists, the destination should distribute more accurate and up-to-date information about their destinations. The multifaceted nature of modern tourism is its

driving force. For a tourist to perceive a destination as attractive, it must offer consistently appealing sets of products and services (Cracolici & Nijkamp, 2009; Matias, Nijkamp, & Neto, 2007). Because of the unique natural, physical and cultural resources of tourist destinations, tourist's sense of attractiveness is based on the exceptional, irreplaceable and uniqueness of a destination (Barney, 1991). Vengesayi, (2003) refers to destination attractiveness as the feelings and opinions of tourists about a destination and its perceived ability to satisfy their needs (Vengesayi, 2003). If the destination is perceived to be attractive, tourists will select such destinations over others with less level on attractiveness over the tourist.

Mill and Morrison (1992) state that vacation destinations are composed of facilities, attractions, transportation, hospitality, and infrastructure. Laws (1995) suggested ecology, climate, traditional architecture and attraction as primary elements attractiveness of a tourist destination

Although lots of studies have been carried out highlighting different factors for framing destination image and how destination image helps tourists in the decision-making process, this study will provide the destination image from the perspective of the tourist because perceived attraction or image of destination is expected to be same in live-streamed videos. Therefore, we develop the first proposition as:

P1: Perceived attraction will be positively related to self-efficacy.

Ease of Use

As with every new technological innovation, acceptance of such technology is expected to be dependent of the perceived ease of use of such technology (McCloskey, 2006). Researchers supported the notion that the usefulness of a system or application is strongly dependent on its perceived ease of use (David Gefen, 2003; Gefen, Karahanna, & Straub, 2003). Perceived ease of use is the degree to which a person believes that using a particular system will be free of effort (Davis, 1989). Complexity is a detractor to the adoption of any technology.

The relationship between ease of use and system's usefulness has been empirically demonstrated in the tourism sector with regard to tourist's information search online (Luque-Martínez, Alberto Castañeda-García, Frías-Jamilena, Muñoz-Leiva, & Rodríguez-Molina, 2007; Ryan & Rao, 2008). A similar relationship was also shown in the context of Web 2.0 studies on virtual communities (Hossain & de Silva, 2009). In the context of Travel 2.0 Websites, ease of use affects perceived usefulness in manners that when users believe Travel 2.0 Websites are easy to use, information about a destination and/or hotel gathered from others is perceived to be very useful (Muñoz-Leiva, Hernández-Méndez, & Sánchez-Fernández, 2012).

The usefulness of technology becomes irrelevant if the consumer of the technology perceived it to be complex or complicated to operate. Such a notion of complexity is often born out of a lack of correlation between the existing technology and the new technology. It is therefore of great importance that technological innovations be a progression of an existing one and that the interface is easy and clear to operate. In the case of live-streamed videos, it built

on the existing power of social media interactions and even photo sharing concepts to make videos as a viable alternative to photography in the expression of self in online social platforms. Ozturk et al., (2015) argued that perceived ease of use is a determinant of convenience and convenience is key to online purchase and electronic technology adoption (Ozturk et al., 2015).

P2: Ease of Use will be positively related to self-efficacy.

Trust

Trust is important is conducting business. The importance of trust has been demonstrated by researchers in business to business, business to consumer, consumer to consumer relationships. Before intention to visit will translate to visit, the tourist must trust the offerings of the destination marketers or agencies. In conducting transactions, trust is required (Ba, 2002; H. G. Lee, 1998). Trust refers to the belief that the transacting party will act in a socially responsible and acceptable manner, and, by so doing, will satisfy the trusting party's expectations without taking advantage of its vulnerabilities (Gefen, 2000; Mayer, Davis, & Schoorman, 1995). It also refers to the willingness of a tourist to be vulnerable to a particular tourism product with an expectation that such a product will satisfy a desire of the tourist without monitoring or control (Mayer et al., 1995).

In their study, Gefen et al. (2002) argued that trust in online interpersonal interaction (e.g. virtual community) provide a positive outcome for the group as a whole because research has shown that person in traditional groups work better with people they trust, while actively avoid interaction with those they do not trust (Ridings, Gefen, & Arinze,2002). The positive outcome of online service, irrespective of the type of duty, is not solely dependent on the benefits which the services offer the users but also on the level of trust which users have while using the system (Beldad et al., 2010). Ba, (2002) stated that the need for trust in a business transaction is a direct result of the information asymmetry problem that exists between the involved parties. They believed that the seller often has more information than the buyer and hence could use the gap to his/her advantage. Buyers, however, can get more information to increase their trust through familiarity, values, and calculativeness.

Since social media offers networked ability that ensures similar information are grouped and consumed at a point in time, intending tourist can harness information regarding specific locations from many users on their social media providing needed repeated interaction while still in the pre-purchase phase. Self-efficacy also gives a motive for an individual's action as such providing background to the formulation of values in people. The degree to which an intending visitor trusts a live-streamed video will determine the extent of his approval of the content of such video. The scope of the adoption of the substance of the videos wills in-turn affect the tourist decision of visit to such destinations. Based on the argument above, we advance the third proposition as:

P3: Trust will be positively related to self-efficacy

Real-Time Interaction

The key differentiating element of this research is premised on the ability of users to be able to consume and share tourism products simultaneously through live-streamed videos. Prospective users of the same or similar product can interact in real-time with the current users as the experience is on-going through social media. This interaction creates an expectation in the mind of intending tourists and also gives a level of trust higher than expected from advertisement videos because the live-streamed video is shared raw without manipulation to increase the expectation of tourists and image of the destination.

Most research highlights the gap between projected destination image and actual image as experienced by the visitor; such findings indicated that target location selection decision cannot be made with such videos because of this dichotomy. However, live-stream videos close this gap literarily since the source is also a tourist and the intention for sharing is primarily not for marketing but pleasure and self-presentation. According to Goffman (1959), strategic (or selective) self-presentation- often referred to as impression management- is defined as a purposeful process for packaging and editing the self to distribute positive impressions to others. Self-objectification describes a psychological process demonstrating how women develop an objectified appearance consciousness (McKinley & Hyde, 1996). Specifically, many people have a belief that the probability of acquiring preferred outcomes, including others' approval and support, increases when desirable impressions are circulated through online channels (J. Kim & Lee, 2011).

Lo and McKercher (2015) found that tourists deliberately post satisfactory photographs on their social media pages in order to convey desirable impressions to others. (Lyu, 2016) found that appearance surveillance had a positive effect on travel selfie editing behaviors. This result showed that female tourists increased purposeful efforts to fabricate travel selfie images using different applications and software packages as they monitored their outer appearance more often. Tourists are understood to be both active producers and passive consumers of tourist images in a hermeneutic circle of marketer- and tourist-generated images (Stylianou-Lambert, 2012). The concept of self-objectification and self-presentation simply explains the attitude of consumers to self-produce and consume an online image of their destination to project an enhanced image of themselves. This concept also holds through for videos produced and shared online. When self-objectification, self-presentation, and self-efficacy combine, it will result in a tourist fully motivated to embark on a trip because he/she could see himself/herself achieve the same goals and expressed in a live-streamed video and will also feel accomplished if he/she can replicate the same. Therefore, we develop our fourth proposition:

P4: Real-Time Interaction will be positively related to self-efficacy.

Destination Selection

Knowledge of destination is often limited for potential tourists without previous visit experience (Um & Crompton, 1992). This knowledge gap makes it difficult

to measure objectively the attributes that are important in a vacation site or destination. Every intending visitor has a list of criteria or factors that a destination must offer before such can be considered for a visit. These standards often reflect the personality, motivation and attitudinal behaviors of the evaluating individuals. While criteria for selection might be known, many vacation sites might offer similar values making the decision to select a location over the other more difficult. The visual is central to tourism as tourists travel to collect images, and, through photography, come to understand destinations and attractions as tourist sights (Chalfen, 1979; MacCannell, 1999). The focus of tourist photography has moved from trying to capture the extraordinary to producing social relations—between tourists and hosts at the destination, between tourists at the destination and between tourists and those that stayed home (Urry & Larsen, 2011). The overall image of a destination will help determine if such a destination will satisfy the intended purpose of the visit. Hence, tourists embark on information searches to collect valuable information to help come to a decision. Buhalis and Law, (2008), found that internet services provides a behavioral change in the way tourist search and communicate information. More basically, the tourist is searching for information that creates a mental representation of their desired image of a destination (Molina & Esteban, 2006).

This drive for information search is often intrinsically motivated as the personality of the tourist is crucial in determining what attraction a destination unique enough to be worthy of selection by the tourist. The motivation also affects the tourist perception of images and videos of destination (Beerli & Martín, 2004). Self-efficacy, however, is a motivation that helps individual belief in the possibility of the attainment of a goal and desired objectives. The impact of self-efficacy on destination selection process wills, therefore, be positive considering that live-stream video provides the tourist with more accurate information of a destination than a promotional image. We, therefore, proposed self-efficacy and destination selection as:

P5: Self-efficacy will be positively related to Destination Selection.

CONCLUSION

The result of this study is expected to support all hypotheses signifying a positive relationship between perceived attraction, ease of use, trust and real-time interaction with self-efficacy and self-efficacy to destination selection. This result also implies that the self-efficacy theory can be implemented beyond the vocational and career decision-making process but can be applied in the vacation destination selection process as well. Since the aim of this study is to investigate and determine the critical factors for the acceptance of live-streaming video application for the selection of destination, the result suggest that trust is most crucial factor supporting the findings of (Gefen, 2000), as expected, perceived attraction and real-time interaction moderately affects the decision-making process of tourists as supported by (Baloglu & McCleary, 1999; Baloglu & Mangaloglu, 2001; Grosspietsch, 2006). Contrarily, ease of use did not have much effect on the destination selection process.

The present research will contribute to the hospitality industry by introducing a new way of marketing and selecting a destination. The adoption of this technology will imply that destination marketing organizations can now incorporate tourist 'experience into their primary indicator for destination promotion. Similarly, tourism service providers such as hoteliers, and airlines should also understand that the delivery of services to the tourist is equally a marketing opportunity as there is no differentiation between consumption and distribution in live-streamed videos.

This study extends the research on the technology acceptance model to include self-efficacy and real-time interactions. It also introduces self-efficacy application into the selection of vacation destination, a concept that is contrary to the general research direction for most self-efficacy studies.

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PASSENGERS' EVALUATIONS ABOUT AIRLINE SERVICE QUALITY AND INSTRUMENTAL ISSUES

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INTRODUCTION

The research will utilize online platform and emic material as a window to approach the evaluation of passengers' experiences. The study embraces the method of seeing experiences as an orchestrated model of interrelating components that are related to expressive and instrumental elements. The research then searches for pinpointing the striking concepts as well as phrases used by passengers in reporting their pre/post flight experiences. Further objectives contain how passengers with different overall evaluations of their experiences respond to the airline. A quantitative (i.e. computer-based) and qualitative (i.e. narrative) content analyses will be conducted on the Web reviews written by passengers to gauge 3,200 reviews of four low-cost carriers (LCC) and four full-service carriers (FCC) airline companies shared by airline passenger in TripAdvisor. By using Leximancer 4.5 software, the results will propose beneficial understandings into airline travelers' whole experiences according to the user generated content and connect the themes associated with different aspect of evaluations. Results of the study will demonstrate that understanding user-generated online review can provide both academic implication and practical implication to develop sustainable strategy for both FCC as well as LCC.

Developing the service quality as well as fulfilling satisfaction of the customers is predominantly puzzling in service-based industries (Malik et al., 2020). More also this is true in the aviation industry, due to the wide range of service they provide and its multifaceted nature. Due to the similarities in some key service the airline industry delivers, high quality service has been the bases of their differentiation (Chenet and Dagger, 2010) to gain competitive advantage and increase customer satisfaction (Hussain, 2016). A great amount of studies has identified on service quality as the mainstay of passenger satisfaction in the aviation industry (Leong et al., 2015). Furthermore, Leong et al., (2015) stated that service quality is a determinate of passenger's satisfaction for both FSC and LCC. Airline companies have been able to deploy systems to improve passenger top of mind indicator to satisfaction for instance "booking the ticket", "purchase system", "lost-baggage handling", "service at the airport", "services during flight", "destination services", also "delayed passenger services" (Tsaur et al., 2002). Measurement of quality service have been hinge on survey methods in the airline sector (Li et al., 2017). However, there is no consensus among the researches on which service elements establishes service quality (Medina-Muñoz et al., 2018). A couple of recent research work has identify the beneficial effect to both managers and researcher to critically analyze online user-generated data

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(Brochado et al., 2019). It would be valuable as well as beneficial for airlines to better understand their service quality perception to be able to take service improvement plans as well as policies from the time when airlines are fundamentally diverse businesses (Sezgen et al., 2019). The internet allows airlines to do this as travelers share experiences via several platforms (Berezina, Bilgihan and Cobanoglu, 2016). According to Brochado et al (2019) the analyses of user generated content is effective performance measurement tool to gauge customers travel experience and customers' satisfaction. Social platform interaction is one of the hallmark of the aviation industry. In parallel, Brochado et al (2019) stated that "Electronic word of mouth" (eWOM) is perceived to be trusted by potential passengers. Online reviews have shown higher value for money rating is mainly associated with good recommendation of an airline company (Messner 2017). According to Rajaguru, (2016) who stated that positive behavioral intentions have being closely associated with perceived value for money and the quality of service provided, the study continue by state that all the other studies have fail to pinpoint the feature that gives a better value for money. Brochado et al (2019) called studies to scrutinize main narratives of airline passengers' online reviews by using low-cost carriers and full-service carriers' reviews in the social platform. Han et al (2019) stated that the aviation industry has being a crucial functional unit of the global tourism industry and both FSCs as well as LCCs have really played a central role in this advance. In lieu of the gaps in research, current research is design to critically analyze unstructured (user generated) content of both low-cost carriers and full-service carriers' passengers. Therefore, this research identifies the main themes that describe overall passenger's perception of low cost and full service carrier's experiences shared on tripAdvisor; and find out the themes highly associated with passengers' perceived rating higher and lower value for money ratings for low-cost and full service carriers. The methodological approach of content analysis is the most powerful tool in the researcher's kit. Content analysis is a technique used to decipher word pattern and content from a transcript (Stemler, 2015). The online review gathered to scrutinize using a software named Leximancer, that enable us to identify passengers' experiences and the perception of service quality. During the analysis, both quantitative and qualitative deployed. Leximancer utilizes word link process to categorize words that appear regularly in the manuscript. The sample comprises 400 reviews of four companies from the two different carriers which are low-cost carriers and full-service carriers' airline. For a total of eight companies, 3,200 reviews collected. Four airlines will be selected from low-cost airlines and four airlines will be selected which are full-service airlines presented by Skytrax (Skytrax, 2019). For low- cost airlines, Air Asia, EasyJet, Norwegian Airlines and Southwest Airlines selected. Those airlines selected according to World's Best Low-Cost Airlines in 2019 based on Skytrax ranking. For full-service airlines, Qatar Airways, Singapore Airlines, ANA All Nippon Airways and Cathay Pacific Airways selected. Those four airlines stand at World's Top 10 Airlines of 2019 according to Skytrax (Skytrax, 2019). The current research provides an exceptional way for understanding the service perception of passengers in hospitality settings. Previous researches on airline service perceptions have

often used questionnaires to be able to measure service perception. However, as emphasized by Brochado et al (2019), research focusing on user-generated content scarce. Moreover, present studies still vague about which service provide better value for money (Rajaguru, 2016). Through our study model, airline companies can better manage their strategies to be able to provide customer satisfaction. Therefore, current research contributes to the current body of knowledge by: finding the main themes that describe overall passenger's perception of low cost and full service carrier's experiences shared in tripAdvisor; and finding the themes highly associated with passengers' perceived rating higher and lower value for money ratings for low-cost and full service carriers.

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SHARING ECONOMY: A RESEARCH ON PARTICIPATION INTENTIONS OF TURKISH PEOPLE

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Abstract

Within the scope of the technological developments, today's business model has started to be replaced by the sharing economy. Sharing economy became a popular phenomenon in last decade. Although attentions taken by scholars to that rapid change of economical transactions, very few researchers have been realized on the intentions for sharing economy. In this study, it's aimed that to understand point of view of Turkish people and to determine participation intentions to sharing economy activities. In this study, Turkish people participation intentions examined by conducting a survey to convenience sampling. For the determination of intentions non-parametric descriptive statistics applied to 375 respondents. Research findings briefly refers that while Turkish people attitude towards sharing economy is positive there are still grey areas exist. Although Turkish people willing to use sharing economy on selling and buying activities of unutilized goods and car sharing activities. They are hesitating to join room rent and food service sharing economy activities.

Key Words: Sharing Economy, *Participation Intention, Turkish People*

INTRODUCTION

Sharing economy is the leading phenomenon of the last decade, thanks to development of information and communication technology which connects strangers, supports peer –to- peer collaboration and increase cooperation (Ranchordas, 2015). In the traditional market, money given for the ownership of a products and services, on the contrary, in sharing economy market the benefit of capturing value with temporary access-rights to products and services (Daunoriene, Draksaite, Snieska & Valodkiene, 2015).

Sharing economy, also called in the literature as gig economy or on-demand economy can be defined as *"sharing activity of underutilized assets with the help of IT-based technology"*. According to OECD sharing economy defined as *"Online platforms specialized in 'matching demand and supply in specific markets, enabling peer-to-peer (p2p) sales and rentals"* (Görög, 2018). Stephany (2015) defined sharing economy as *"the value in taking underutilized assets and making them accessible online to a community, leading to a reduced need of ownership of those assets"* in this definition he argued that there are five limbs in sharing economy as *value*, *underutilized assets, online accessibility, community and reduced ownership.*

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The term of sharing economy first used by Prof. Dr. Lawrence Lessing from Harvard Law School in 2008 (Kim, Yoon & Zo, 2015; Choi, Cho, Lee, Hong & Woo, 2014). However, some sources associating sharing economy with collaborative consumption which is dates backs to foundation of e-bay platform in 1995 (Ravenelle, 2017). Although there are some similarities between sharing economy and collaborative consumption, it's distinctions comes from the characteristics of; not related with re-use of underutilized items and may not for financial purposes, thus collaborative consumption assumed broader than sharing economy in literature (Görög, 2018; Belk, 2014). In sharing economy, system works via information technologies and enabling distribution, share, reuse of unutilized, excess capacity of services and goods within individuals, for- profit and non-profit businesses and also government (Heinrichs, 2013). The worldwide proliferation of sharing economy model began with the global recession of 2008 and the success of the system developed by spread of internet via information and communication Technologies (Cohen & Kietzmann, 2014). Technological innovations have facilitated the process of market entry of potential suppliers and enabled searchable listing for customers with lower transaction fees. Another reason of rapid growth of business can be the flexibility of supply-side (Zervas, Proserpio & Byers, 2017).

Although the main motivation for sharing economy seems to be reaching to cheap goods and services, there are also multiple benefits such as encouraging less depended on ownership of the goods, environmental sustainability and social interactions (Frenken & Schor, 2017). Previous studies have proven that benefits, according to Bardhi & Eckhardt (2012) and Bellotti et.al., economic motivation in sharing economy is a dominant factor, beside this motivation Bostman & Roger (2011) and Gansky (2010) argued that environmental motivation also underlie participation of sharing economy and Tussyadiah (2015) indicated social motivation as interaction with local host in accommodation motives people to join sharing economy (Böcker & Meelen, 2017). By the sharing economy Customer to Customer (C2C) transactions of underutilized goods and services relatively cheaper than brand new product and services therefore the buyer of the good and services will have the benefit of the cheaper prices and also will not invest on permanent goods as owner. Therefore, sharing economy supports responsible consumption and will not harm environment with the massive consumption behavior (i.e. researches shows that, shifting from car ownership to car sharing leads to 30% less car ownership, 15% –20% fewer car km's, and 13 % - 18 % lower CO2 emissions (240 to 390 less kg's of CO2 per year/person) compared with the case of car ownership and use), (Nijland & Meerkerk, 2017, Kathan, Matzler & Veider, 2016). In the context of the socializing, the sharing economy provides an experimental exchange and bring out positive impressions for the parties. Also, the participant in sharing economy expecting a large degree of social interactions. Couchsurfing members creating events and inviting locals and travelers (Habibi, Davidson & Laroche, 2017).

As in the concept of Jing-Jang, there are not only the advantages and opportunities, there are also some possible threats in the sharing economy. It's not easy to transform conventional retailing business to sharing economy business. If the firms cannot adapt their selves to development of ICT, will not easily penetrate

to the sharing economy system. In another aspect sharing economy can be predatory for the existed economy. Some samples have been experienced such as when Uber entered the New York City market the price of taxi values decreased about 25% and entry of Airbnb impacted the hotel revenues negatively in Texas (Quattrone, Proserpio, Quercia, Capra & Musolesi, 2016). Also, in Korea there was a decrease of 0.16 % in room sales of hotel industry while 10% increase of Airbnb sales (Kim, 2019). Beside this negative impact there are legislative and taxation issues. In the sharing economy transactions through online platforms having difficulties tracking transaction which is mostly in global level so governments' possible tax income may be evaporating, thus sharing economy has potential to weaken tax revenues. Most of the governments are giving attention to this issue to protect income tax and VAT revenues (Bozdoğanoğlu, 2017). Airbnb, Couchsurfing and other accommodation share platforms strangers will stay at your home and in car share you will ride with strangers. Also, there is no guarantee for shared items may not be damaged and there is risk of fraud and scams (Piletic, 2018).

OWERVIEW OF THE SHARING ECONOMY

The sharing economy consist of freelancers who are willing to sale their underutilized goods and services to potential customers who are seeking for reasonable valued good and services with the mediation of digital network companies. This emerging model also called collaborative capitalism (Juneja, 2020). Since a decade, the sharing economy took a stimulated public interest and growth enormously in the social economic environment (Cheng, 2016). According to data by PwC in 2013 total revenue of sharing economy is $ 15 billion and growth estimated to $ 335 billion in 2025 from the peer to peer lending and crowdfunding, online staffing, peer to peer accommodation, car sharing and music and video streaming activities. With that growth it's estimated that, value of sharing economy will catch the traditional rental sector till the 2025 (consultancy.uk, 2014). A survey conducted in 2014 by Nielsen which is applied to 30.000 internet based customers from 60 countries shows that 68% of respondents were open to sharing economy for renting and sharing their personal belongings for payment and 66 % were likely to join sharing economy (Perera & Albinsson, 2018).

Sharing economy market especially developed in the field of accommodation and travel which are the leading fields of tourism industry such as taxi services Uber, food and beverage services (Eatwith), tour guide services (Vayable) and accommodation services (Airbnb) (Ert, Fleisher & Magen, 2016; Fang, Ye & Law, 2015). The Airbnb is the important flagship in the sharing economy market. The idea of Airbnb emerged in 2007 in San Fransisco by three entrepreneurships and today the company generating 4,5 billion dollars annually. The company is giving peer to peer service for housing accommodations and operating in 191 countries. Company has more than 2 million houses for rent in 34.000 cities. Today, the company is worth an estimated $ 31 billion (Miller, 2019, airbnb370.wordpress.com). Car sharing is another successful field in sharing economy, in this case Uber is the well-known company which is worth of $ 72 billion and annual revenue of $ 11 billion. Uber is founded in 2009 in San Francisco. By utilizing

efficient application and mobile internet network of drivers, Uber is achieved 75 million customers in 83 countries (O'Connell, 2019). In the peer –to- peer lending platforms Funding Circle is the one of the biggest lending platform which is founded in 2010 and operating in the US, UK, Germany and the Netherlands. This platform matching loan seekers with inventors and created more than £ 8.1 billion of loans to more than 77,000 businesses (fundingcircle.com). In the online staffing jodoh is founded in 2014 and platform matching job seekers and providing smart hiring facilities especially in the field of temporary works (Laing, 2016). Another emerging market for the sharing economy is music and entertainment and spotify is the one of the popular music sharing company which is founded in 2008 in Sweden the worth of the company is $ 23 billion and used in 61 countries with 159 million users (bbc.com).

Table-1: Types of Sharing Economy and Leading Companies

Types of Sharing Economy	Companies in Sharing Economy
Peer- to – Peer Lending Crowdfunding	Funding Circle, Lending Club, Zopa, Rate Setter, Thin Cats, Landbay, Patch of Land
Online Staffing	Jobdoh, Inploi, Hired
Peer- to - Peer Accommodation	Airbnb, Couchsurfing, Feastly, Leftover Swap
Car Sharing	Uber, Didi, RelayRides, Hitch, Lyft, Getaround, Sidecar, BlaBlaCar
Music and Video Sharing	Amazon, Family Library, Spotify, Sound Cloud, Earbits

Source:www.crowdfundingplaybook.com/debt-based-crowdfunding-websites, www.ogilvyasia.com/topics/topics-digital/staffing-in-the-age-of-the-sharing-economy, www.slideshare.net/polenumerique33/pwc-sharing-economy-survey-2015

In recent years, there is a huge interest of the scholar on sharing economy and its effects to economy and society, some gray areas still exist and limited studies have been examined. Most of the studies concentrated on development and impacts on conventional economy and understanding business model of sharing economy. Also, environmental benefits and taxation issues examined. From the perspective of demand side, there are very little studies conducted about motivation for participation for sharing economy. This study also aimed to find out participation intentions of effective and potential users of sharing economy.

According to research of (Möhlmann, 2015), conducted in Germany, there is a significant relation determined between the satisfaction and likelihood of using sharing economy, in this context while cost saving, familiarity, trust and utility effects the satisfaction of the sharing economy familiarity and utility effects of likelihood of choosing a sharing economy.

Akçay, Yağcı & Efendi (2016) conducted a research to tourist guides via content analysis, according to this research the official tour guides against to unofficial guiding activities within sharing economy and they think this application threat to their jobs. But on the other hand, tour guides who are used Airbnb stated that they have good impressing on this sharing activity.

Another research on sharing economy conducted by European Commission in 2016 about the scope of activities and frequentness of use of sharing economy platforms refers that, half of the participants have awareness of sharing economy and 1/5 of participants stated that they used the service of sharing economy (Bozdoğanoğlu, 2017).

METHOD

In this study it's aimed to determine participation intention of Turkish people to the sharing economy activities from the perspective of demand and supply side. A structured questionnaire was used as the data collection tool. For the sampling method, convenience sampling was used. Questions derived from existed literature and have been sent to 5 academic experts to examine questions for the consistency and reliability of scale of items. Out of the demographic questions, questionnaire consist of 24 five points Likert type questions (*1 totally disagree, 5 totally agree*) conducted to 448 respondents via internet-based questionnaire portal. Out of 448 returned, 375 convenient questionnaires evaluated for the analysis. For the analysis, non-parametric tests such as Chi-Square test of independence and descriptive statistics were used.

RESULTS

Table-2: Demografic Profile of Respondents

Variables	Demographics	n	%
Gender	Male	187	49,9
	Female	188	51,1
Age	19-25	81	21,6
	26-35	145	38,7
	36-45	98	26,1
	46-55	46	12,3
	56=>	5	1,3
Educational Level	Secondary School	2	0,5
	High School	14	3,7
	Vocational School	13	3,5
	University	169	45,1
	Master Degree	83	22,1
	Doctoral Degree	94	25,1
Income Status	< 2500	86	22,9
	2501-3500	45	12
	3501-4500	42	11,2
	4501-5000	10	2,7
	5001-6000	46	12,3
	6001>	146	38,9
Occupation	Unemployed	8	2,1
	Student	72	19,2
	Officer	41	10,9
	Worker	35	9,3
	Manager	16	4,3
	Engineer	9	2,4
	Academic	129	34,4
	Tourism staff	33	8,8
	Various Sector	32	8,5

Table-3: Participation Intentions for Sharing Economy

	Yes	%	No	%
Knowledge about Sharing Economy	249	66,4	126	33,6
Use of Sharing Economy	149	39,7	226	60,3
I may pay for stay at someone's house instead of hotel	186	49,6	189	50,4
I may pay for eat at someone's house instead of restaurant	164	43,7	211	56,3
I may pay for travel in someone's car instead of other travel options	221	58,9	154	41,1
I may buy second hand item on the internet	288	76,8	87	23,2
I may rent my house room	101	26,9	274	73,1
I may give food service at my home	83	22,1	292	77,9
I may rent my car seat to someone for travel	238	63,5	137	36,5
I may sell my unutilized goods from internet	341	90,9	34	9,1

According to respondent's answers, it's determined 66,4% of the population have knowledge about sharing economy and out of 375, 149 people which is representing 39,7 % have used sharing economy in their life. While the 189 respondents don't agree to pay for stay at someone's home, 186 respondents are willing to pay for stay. On the other hand, 164 respondents (43,7%) have stated that they may pay for eat someone's home, 211 people (56,3%) disagree on that. For the car sharing, 221 respondents stated that they may pay for travel in someone's car, 154 people disagree for that travel option. But the most of the respondents which is presented by 288 people (76,8%) agree on to buy second hand items from internet while 87 people disagree to join that statement. For the supply side of sharing economy, while the respondents are willing to sell their unutilized items from the internet (90,9 %) and rent their car seat to someone for travel (63,5%), mostly they don't want to rent their rooms (73,1%) and don't want to give food service to someone for money at their home (77,9%).

Chi-Square test of independence was used to determine the relationships between variables. Thus, demographic variables and the responses of the participants were analyzed through crosstabs. According to test results, there is a significant relationship between gender and willingness to pay for stay someone's home, women were less likely to stay than men (p=000). Also there is a significant relationship between gender and willingness to rent their house room, women were less likely to rent their home than men (p=0,007).

From the perspective of educational level between uses of sharing economy, a significant relation determined as people who have university (2 years vocational schools) level education were more likely to use sharing economy than other educational levels. Also, high school level people are less likely to pay for travel with someone's car (p=0,002) and less likely to rent their car seat (p=0,002). Doctoral education level is more likely to sell their goods from internet than other educational level (p=0,002). And university education level more likely to give food service at home than other levels (p=0,000). In the income status and demographics variables relations, there is a significant relation determined in people who have income TL 2500 and under between uses of sharing economy, they were less likely to use sharing economy (p=0,003). For the occu-

pation status and demographic relationship tests, it's determined that unemployed, students and engineers are less likely to use sharing economy than other occupations (p=0,001). Moreover, while unemployed and managers are less likely to pay for stay someone's home instead hotels, tourism workers are strongly willing to pay for stay someone's home (p=0,000). Managers do not want to join and private sector workers are less likely to pay for eat someone's house instead of restaurant (p=0,000). Unemployed participants are more likely to pay for travel with someone's car than other occupations (p=0,001). Managers and tourism workers were more likely to rent their home rooms than other occupations (p=0,001). Tourism workers, officers and managers were more likely to rent their car seat for travel than other occupations (p=0,000).

Table-4: Descriptive Statistics for Scaled Items

Scaled Items	**N**	**X̄**	**Σ**	**σ²**
Sharing economy has an important role in my purchasing behavior	375	3,42	,938	,882
Sharing economy prevents wastage	375	4,02	,770	,593
Sharing economy ensure effective use of resources	375	4,05	,754	,569
Money can be saved with sharing economy	375	4,12	,709	,504
Sharing economy may benefits the country's economy	375	3,74	,968	,938
Sharing economy leads to the informal economy	375	3,36	,863	,746
My money remains in my pocket with sharing economy	375	3,66	,755	,570
Environment protected with sharing economy	375	3,65	,809	,655
Sharing economy helps socialize	375	3,96	,730	,534
Sharing economy allows me to make new friends	375	3,91	,804	,647
Sharing economy makes my life easier	375	3,79	,819	,672
I meet my needs quickly with sharing economy	375	3,69	,809	,655
Sharing economy is a technological phenomenon	375	3,85	,817	,669
I think, I will use sharing economy more in the future	375	3,94	,846	,716
Sharing economy will grow in the future	375	4,13	,787	,620
Sharing economy is safe	375	3,14	,734	,539
There are times when I hesitate to use the sharing economy	375	3,65	,894	,799
I can share with my friends that I use sharing economy	375	3,94	,637	,407
I recommend the sharing economy to my friends	375	3,74	,753	,568
I do not share with my friends that I use sharing economy	375	2,31	,970	,943
Sharing economy fits my life style	375	3,38	,863	,746
Sharing economy helps me meet with other culture	375	3,92	,681	,465
Sharing economy strengthens cultural interaction	375	3,92	,741	,550
I can make profit with sharing economy	375	3,84	,803	,646

According to responses, participants agreed on sharing economy will grow in the future and participants see sharing economy transactions as a tool of saving money. Also participants thinking that sharing economy prevents wastage and ensure effective use of resources. Moreover, sharing economy also gives opportunity of socializing with other people and provides the opportunity to meet with cultures an strengthens interactions. In another aspects, participants see the sharing economy as a way of making profit and also agree on these transactions

may benefits to the country's economy. Participants agreed on that they do not hesitate to share their participation of sharing economy to their friends. Even they stated their positive attitude towards to sharing economy still they have some doubts about the safety of sharing economy transactions.

CONSLUSION

The early form of sharing activities initiated the today's modern businesses in the historical process. But in the last decade the business of sharing economy became a most popular phenomenon with the technological development. In this study, it's aimed to determine Turkish people's participation intentions and point of view to sharing economy system. For the research, a field study conducted and results showed that Turkish people are in the early stage of using sharing economy activities when compared with European counterparts. Even though most of the people aware of business model (66,4%) there are still grey area which is end up with hesitation for utilization of sharing economy. Also, there are some legislative boundaries towards to sharing economy in particular field such as Uber (Which is currently nonlegal in Turkey). The result of this study showed that Even though the use of sharing economy in the percentage of 40%, Turkish people have positive attitude towards sharing economy activities. Respondents have already welcomed sharing economy in the sub-field of exchange unutilized goods via internet based sharing economy systems. But, for the other sharing economy alternatives, they don't want to give food service at their home (%77,9) and rent their home's room (%73,1). On the contrary, they are willing to travel with someone's car and also, they are willing to rent their car seat (around %60). In that case when we compare Turkish attitude towards sharing economy with the European counterparts they are not feeling their selves comfortable and safe when they are allowing foreigners to their homes. The main motivation is saving money and respondents agreed on sharing economy helps sustainability and decrease wastage in general. According to gender women are less likely to stay someone's home because of safety issues and also, they are less likely to rent their home for the same reason. Moreover, under all conditions tourism workers are willing to join sharing economy activities than other occupations this is may be because of their open-minded mentality. As mentioned in previous research sharing economy strengthening cultural interaction and allows making new friends. Also people see sharing economy as earning money tool for making additional income. As the result of the study Turkish people agreed on sharing economy will grow in the future and it's expected to see sharing economy platforms in niche markets.

In this study there are some limitations, first of all the study have to be seen as a preliminary research. This study will be used for further research of participation intention and it will be used for to create an expanded research article. Furthermore, for the future research the population size need to be expanded. And intention and variables that can affects' relations may be studies in the future researches.

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CREATING CUSTOMER LOYALTY THROUGH SERVICE QUALITY FOR AIRBNB SERVICES - THE CASE OF IZMIR

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Abstract

Room sharing platforms such as Airbnb are widely used around the world. However, service quality, customer satisfaction, trust and loyalty issues haven't been studied together. This research focuses on investigating customer loyalty through service quality in Airbnb services. The data obtained from the tourists/visitors who are using Airbnb services in Izmir. The researchers will obtain permission from the accommodation owners before proceeding with the exercise. A total of 200 tourists will be expected to participate in this survey. The hypotheses will test SPSS software to analyze the data. The results of this research concluded that there is a positive relationship between Airbnb service quality, satisfaction, trust, and customer loyalty. Similar findings were obtained from previous studies in the literature. The present results show that Airbnb has better comprehend client desires by organizing consumer loyalty. Future investigations may profit from these discoveries by extending the Airbnb research area. In the literature, there was a lack of research on customer trust in terms of Airbnb. This study contributes to the literature by examining the relationships between service quality, satisfaction, trust and loyalty of tourists staying at Airbnb.

Keywords: Sharing Economy, Airbnb, Social Exchange Theory, Customer Loyalty

INTRODUCTION

While hotels have played a major role in the hospitality industry for a long time (Solnet et al., 2010), a few new types of accommodation have arisen, some of which are special. Airbnb is an example of a new form of accommodation within the sharing economy and hospitality networks (Germann, 2011). It appeals to a variety of people and is flexible to different customer needs (Lu and Kandampully, 2016). Media technology development has brought sharing economy thriving (Belk, 2014; Botsman and Rogers, 2010; Zervas et al., 2017). The sharing economy refers to peer-to-peer networks of using underutilized or surplus personal assets to achieve monetary gains by mutual renting, borrowing, or sharing of ownership (Zervas et al., 2017).

The sharing economy is a new trend that is accelerated via online platforms where large segments of the population can share unused inventory through money sharing (Heo, 2016; Richardson, 2015). According to Solnet et al., (2010) hotels have since quite a while ago spoke to a noteworthy job in the cabin

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business, a couple of accommodation types with remarkable highlights have risen. Airbnb began to be used in 2008. Airbnb is the preferred application in the hospitality industry. Oskam and Boswijk (2016) state that it has been growing the last few years, and it attracts a lot of attention from tourists.

Today, according to Shuford (2015), Airbnb is used in more than 34,000 urban communities worldwide. In addition, according to Price Waterhouse Coopers (2015), Airbnb had more than 155 million visitors in 2014. In Airbnb, the hospitality industry customer experience is perceived as an experience rather than a pragmatic approach (Gefen et al. 2008). Germann (2011) stated that Airbnb is another convenience situation in terms of sharing economy and system layout. Yang et al., (2011), together with Airbnb and the expanding intrigue, put pressure on the work of friendship that works remarkably and quickly. This focused weight, which has emerged as a result of changing tourism demand, has been governed by hotel managers to develop methods that will perform better than their competitors.

Kandampully and Suhartanto (2000) said the hotel's items and administrations can rival value separation. On the other hand, client reliability can be made by giving interesting advantages to clients. According to Fornell (1992), the argument that the quality of comfort and consumer loyalty is the most important component in the guest's basic leadership procedure and ensuring customer stability. According to Berezina et al. (2012), the satisfaction of the settlement administrat and the key roles of the client is also mentioned as important criteria in the decision-making process of the visitors and in making client devotion. However, most research publications service quality, customer satisfaction, and loyalty. In addition, the trust has been ignored. There is limited literature on the effects of trust on the intentions of the sharing economic provider in the hospitality industry. This research also assumes that service quality, customer satisfaction, trust customers activities. This research is focused on investigating service quality in Airbnb accommodation, satisfaction, trust, and customer loyalty. The research will be conducted with Airbnb users in Izmir. From a hypothetical perspective, this investigation reveals insight into the choice of visitors while remaining at Airbnb.

The Objective and Research Problem

Room sharing platforms such as Airbnb are widely used around the world. However, service quality, customer satisfaction, trust and loyalty issues have not been studied together. This research focuses on investigating the service quality in Airbnb accommodation, satisfaction, trust, and customer loyalty.

Research Objective 1: Exploring the reasons tourists choose Airbnb.

Research Objective 2: To explain the contributions of the Airbnb program in Izmir.

Research Objective 3: To investigate the association within SQ, CS, trust, and CL in Airbnb accommodation facilities.

Recently many consumers prefer to stay in Airbnb.

Research Question 1: What is the preference for tourists to use the Airbnb application? Do they trust each other?

Research Question 2: What is the link between service quality, customer satisfaction, trust, and customer loyalty?

Research Question 3: How do these factors affect buying intent and change of Airbnb consumers?

In order to answer these questions SQ, CS, CL, and trust type were determined. This study contributes to tourism and hospitality discipline. In addition, Airbnb research may contribute to the literature as follows. First, there are very few studies investigating the reasons why tourists choose Airbnb (Guttentag, 2015; Tussyadiah, 2016). Another contribution will be Airbnb's first study examining service quality, customer satisfaction, trust and loyalty. In addition to this research, it provides practical information to economists to better market and manage rental homes in Airbnb.

Literature Review- Theory and Hypothesis

Sharing economy/ Airbnb

The sharing economy has emerged as Peer to Peer (P2P) or a cooperative economy. (Tussyadiah, 2016). This appeared inside these earlier several times among that growth about that internet (Belk, 2014), also this continued inspired with financial plus societal determinants, technological improvements (i.e. smartphones), this global financial downturn which generated some necessary to economic advantages (i.e. smaller spending moreover discounted costs for customers), this requirement to cultural contact also some prominent knowledge about environmental concerns (Gansky, 2010).

The value of quality of service in the lodging sector is well known (Akbaba, 2006; Yang et al, 2011). There are numerous empirical studies examining and conceptualizing the service quality construction in the hospitality context (Albacete-Saez et al., 2007; Briggs et al. 2007). Berezan et al. (2013) emphasize that many studies recognize the close relationship between customer satisfaction and loyalty, especially as an important determinant of attitudinal loyalty (Bennett et al., 2005; Rauyruen and Miller, 2007). Also, relevant literature has indicated that service quality is an important antecedent of customer retention (Prentice, 2013).

Toward Guttentag (2015), Airbnb becomes remained strong because this happens path on low-cost service including right communication beside the regional area, while Oskam and Boswijk (2016) state that that should remain strong because about this authenticity from single P2P communication in the service practice, and the financial advantages for both owners and customers.

It also shows significant success in the hospitality sector (Richardson, 2015). In 2013, Airbnb was selected by Fast Company (Carr, 2013) as one of the 50 most innovative companies in the world, and has significantly increased and expanded its sales volume since its inception. Today, Airbnb has a global presence and reaches more than thirty-four cities in one hundred ninety nations.

When estimated at $ 10 billion, it has a larger share than large hotel companies (Shuford, 2015). According to Ikkala and Lampinen (2015), hosting from Airbnb has two main elements. The first of these is described as hospitality away from

host situations where the host does not physically share the house (or other properties he manages) with the guest. Here, the interaction with the guest is typically limited to Airbnb service, e-mail, SMS communication, phone calls and messaging with short-term messages where the car keys are delivered and the final details of the stay are discussed. The second is that the landlord physically shares the apartment with the guest on the spot. An example is renting an empty bedroom or someone's living room.

SQ (Service Quality) and SET (Social Exchange Theory)

Silvestri et al. (2017) takes note of the nature of administrations as an idea that has been considered since the 1980s, however, there is no single definition. As indicated by Namukasa (2013) this is because of the large number of value administration definitions, the greater part of which rely upon a substance, and in this way centers around how clients meet the prerequisites and how well the administration is customized to the customer.

According to Emerson (1976) and Plotnick and Skidmore (1975), the theory of social change suggests that the result of the change process is a social behavior. It also includes relational associations and resource changes. Social and economic implications affect feelings of satisfaction. For this reason, the quality of services and other perceptions of elements can be affected by various internal procedures and relational factors. For history, Ozment and Morash (1994), due to the close relationship between a representative and a client, the administration mode is more significant than an application. Sierra and McQuitty (2005) argue that the emotional response between clients and employees results in a failure or success of the result. For this purpose, Caruana (2001) existing strategies for estimating the nature of administrations are normally delegated occasions put together or with respect to the premise of value.

The attitude approach captures customer quality perceptions through a structured survey and ensures that quality is global. "Service quality literature proposed the model and developed the SERVQUAL scale as a tool to measure service quality (Parasuraman et al., 1988)." After reviewing previous studies on services, they considered three main themes: 1) service quality was more difficult than consumer quality, 2) perception of service quality, control with consumer expectations; 3) it also takes into account the evaluations of the service delivery process (Parasuraman et al., 1985).

According to Caruana, (2002) used basic SERVQUAL scale, validity, reliability tests and past SERVQUAL studies (Health, retail, banking, fast food restaurants, etc.) that measure service quality in various environments, and he undertook a critical review of SERVQUAL. According to Ekinci (2002) these studies showed results in measuring the quality of services, noting that the quality of services is multidimensional. Akbaba (2006) says the proposed measurements should not be general since some of these differences exist. There is a different structure in hotel conditions and culture. "Further research on hospitality and other tourist services (Ahrholdt et al., 2017) has identified the role of quality of services as a key role for customer satisfaction and customer loyalty as a precondition."

Accordingly, service quality provides an important advantage in inter-business market environments. Crosby (1990) have long recognized that a high state of administration is necessary for strong exchange relations. According to Moorman et al. (1992) trust development is also necessary, especially among affiliated partners, among experts and experts.

Morgan and Hunt (1994) claim that customer tkink that the business is reliable, sensitive and empathic, they explain to the supplier that there is a high level of respectability that is probably going to create trust.

H_1 : *SQ has a significant and positive affect on trust for Airbnb accommodation.*

In this more recent literature, there is a general view that *"service quality is simpler, primarily cognitive fiction, and satisfaction is a complex concept involving a healthy dose of both cognitive and affective components"* (Dabholkar, 1995). These later studies show that satisfaction is a more centralized structure that affects service quality perceptions on behavioral intentions and other dimensions. Therefore:

H_2 : *SQ has a significant and positively affect on CS for Airbnb accommodation.*

Trust

Tan and Sutherland (2004) claim that some disciplines (eg, psychology, marketing) used contexts related to the interaction of trust and personal interaction; it concludes that its definition has several dimensions, but is generally unclear and confusing some. Bicchieri et al. (2004) explained that trust has the potential to participate in social changes that include but are potentially rewarding and vulnerable. Rousseau et al. (1998) agree that trust is a mental condition, it should also be examined cognitively or emotionally.

Johnson and Grayson (2005), who examined financial advisory services, found that trust prolongs cognitive trust when "the object of trust is worth rational reasons"; however when trust is based only on positive emotions, emotional trust occurs. In both cases, trust involves only two parties. However, in the case of Airbnb, a transaction involves three different parties. Whether someone trusts the Airbnb platform/company should not be confused with trusting hosts (or hosts trusting guests), regardless of whether the trust is cognitive or effective. Therefore, this study examines two types of trust: institution-based trust (trust in Airbnb) and susceptibility to trust (trust in hosts or guests). The research questions were determined with this in mind.

Therefore, people tend to be careful and gather new information on every subject. This means that user satisfaction has a weaker impact on trust. In other words, the environment of uncertainty serves as a trigger for people to switch from previous experience to the automated system (Louis and Sutton 1991). That is, they will be more careful and gather more information from past experiences to improve their perception of trust. As a conclusion, user trust has an impact on satisfaction. Thus, the research hypothesis is as follows.

H_3 : *The high level of trust in Airbnb is associated with higher levels of CS.*

Customer Loyalty

Customer loyalty is important in terms of profitability and sustainability as a concept in the field of marketing and business practices (Oliver, 1997), because of its significance for hotels by both academics and practitioners (Heskett et al. 2008).

All in all, it is characterized as a procedure for favored items or administrations the possibility of the customer returning to the hotel and the willingness to take action (Shoemaker and Lewis, 1999). Dick and Basu (1994) state that customer loyalty is explained in two aspects: behavioral and attributional. According to Han and Back (2008) it emphasizes that client dependability in the friendliness business includes demeanor and passionate pledge to a brand, and therefore requires more attention to the attitude. The applicable writing expressed that administration quality is a significant component of client maintenance. Furthermore, in a study conducted in five different service industries, a positive relationship was found between perceived service quality and service loyalty. This view is further exemplified by a study which found that favorable perceptions of service quality increased the likelihood of customers engaging in behaviors beneficial to the strategic health of the firm (Boulding et al., 1993). In another research conducted in the hospitality industry (Wong et al., 1999), a positive relationship was found between the dimensions of service quality and customer loyalty. Thus, the research hypothesis is as follows:

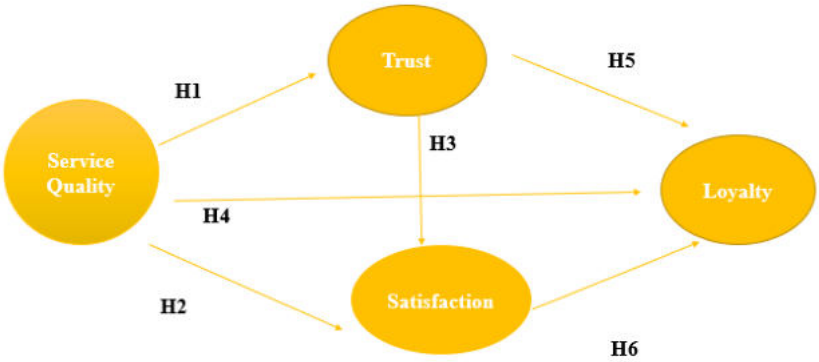
H_4: *SQ has a direct significant and positive effect on CL.*

It states that trust has two elements: (1) perfromance trust (2) charity trust (Zeithaml et al., 1996). In the hotel industry, performance trust demonstrates that it believes in the infrastructure of the hotel, the knowledge and skills of the hotel staff and the ability and success of the hotel to provide the expected information and services to the customer when they come and stay there. Another, trust in helpfulness is that the customer relies on the care, attention, honesty and helpfulness of the hotel.

Customers believe that the hotel will not only reliably and act competently, but also consider the customer's well-being and interests when making and making service decisions. Thus, the research hypothesis is as follows.

H_5: *Trust has a positive effect on CL.*

Figure 1: ***Hypothesized Model***



Customer Satisfaction (CS)

According to (Gefen, 2002) the idea of consumer satisfaction is associated with the purchase and use process after purchase. Nam et al. (2011) notes that the idea of satisfaction is critically important for long-term business achievements. Chitty et al. (2007) see consumer loyalty as a correlation with price and see benefits in the process of buying and using.

Research has shown that CS has a significant positive effect on customer retention, service use and customer purchase shares, and therefore customer satisfaction is considered as one of the primary precursors of CL (Verhoef, 2003). Many previous studies in the hospitality and tourism literature have suggested and tested the relationship between CS and CL. For example, in the tourism industry, Kim et al. (2009) showed that satisfaction is an important indicator of commitment and loyalty. Therefore and based on a previous literature review on CS. The proposed the hypothesis (see Figure 1).

H_6: *CS has a positive effect on CL.*

METHODOLOGY

Sample and Procedure

The types of accommodation included in the survey cover rental apartments. The rented apartments included in the study were selected by 2-stage sampling method. First of all, the owners were contacted with the messaging platform on Airbnb. Initially, the convenience on Airbnb was resolved utilizing the Web search office. Convenience was determined using the accompanying channels. According to the criteria, the house type is a private room, the location is located in Izmir and the price range is less than 20 usd. It ranges from 1 to 4 bedrooms per apartment and most have 1 or 2 bedrooms. At another stage, when the services offered in all accommodation units were evaluated, a total of 80 accommodations were included in the research (For example, electrical appliances, furniture and support services). Attempts to reach accommodation owners at this stage allowed 70 people to conduct this survey. The research will

take place between 10 October 2019 - 10 December 2019 in İzmir, Turkey. A total of 5 people were assigned for a reliable data collection process. The interviewers delivered the questionnaires to the hosts. Airbnb was asked to complete the questionnaire before leaving home in order to accurately convey their experiences.

Measures

All the surveys were prepared based on the traditional steps in the back-translation method. This is important because participants in this study national and international (Özturk and Karatepe, 2019). All questionnaires were tested in the pilot study. All the measuremed scale used on a 5 item Likert Scale (1 = strongly disagree to 5 = strongly agreed).

SQ is measured using twenty-five items suggested from suggested by Akbaba (2006) were used. Responses to these items are recorded on a five-point scale (1 = strongly disagree to 5 = strongly agree). Trust is measured with three five from (Kingshott, 2006). Responses to these items are recorded on a five-point scale. (1 = strongly disagree to 5 = strongly agreed). CL is measured with three items from Salanova, Agut, and Peiró (2005). Responses to items is from 5- point scale ranging from (1 = strongly disagree to 5 = strongly agreed). CS will be measured by scale adopted from Cronin et al. (2000) based on six items. Responses to these items are recorded on a seven-point scale (1 = strongly disagree to 5 = strongly agreed).

Data Analysis

First, the missing worth examination was directed to manage the missing information. The relating results uncovered that every single missing worth pursued a totally irregular example *"χ^2 = 108.464, df = 112, Sig. = 0.577"* (Little, 1988). Reliability of the scale is reported through composite reliability score for each variable (Fornell et al., 2010). Second, confirmatory factor analysis and convergent validity analysis were performed. In addition, the causal relationships between the quality of service, satisfaction, trust and loyalty, and hierarchical regression were tried to foresee the importance of impacts. It likewise clarifies the logical intensity of the proposed hypothetical model. The structural equation model analysis was conducted using SPSS to analysis hypotheses.

The demographic characteristics of participants were shown in Table 1 below.

Table 1: ***Demographic profiles of the respondents***

Demographics		Frequency	Percent
Gender	Female	87	43,5
	Male	113	56,5
	Total	200	100
Age	18-21	62	31,0
	22-25	93	46,5
	26-30	45	22,5
	Total	200	100
Education	Undergraduate	197	98,5
	Master	1	0,5
	PhD	2	1,0
	Total	200	100
Marial Status	Married	193	96,5
	Single	7	3,5
	Total	200	100

According to the Table 1, the great majority of the participants were male, the majority of the tourists are between 22 and 25 years old. Participants with undergraduate education are more than the other education level. 193 of the participants are married.

Confirmatory Factor Analysis (CFA) has been carried out to scales. CFA's results in Table 2 below showed that a total of 35 observed variables were loaded onto their respective dimensions, and provided a good fit.

Table 2: ***Results of factor analysis***

Item	Factor Loading
Service Quality (SQ)	
S1. The Airbnb was clean and comfortable	0.687
S2. The Airbnb had hygienic bathroom	0.324
S3. The Airbnb had an adequate capacity of the service units.	0.468
S4. The Airbnb had comfortable atmosphere and equipment.	0.572
S5. The Airbnb provided the equipment working properly.	0.689
S6. The Airbnb located in an accessible area.	0.478
S7.The Airbnb provided a safe and secure place for guests	0.567
S8. The Airbnb had adequate and sufficient materials.	0.785
S9. The Airbnb served adequate and sufficient food	0.658
S10. The Airbnb kept accurate records.	0.485
S11. The Airbnb provided accurate billing services.	0.652
S12. The Airbnb provided accessible information…	0.428
S13. The Airbnb resolved guest complaints.	0.294
S14. The Airbnb provided flexibility in services.	0.456
S15. The Airbnb was convenient for guests with disability.	0.569
S16. The Airbnb had operating hours that was convenient.	0.654
S17. The host provided prompt service.	0.745
S18. The host was always willing to serve guests.	0.651
S19. The host was always available when needed	0.546
S20. The host provided the services at the time it promised to do so.	0.429
S21. The host instilled confidence in guests.	0.743
S22. The host had the knowledge to answer questions.	0.951
S23. The host treated guests in a friendly manner.	0.420
S24. The host understood the specific needs of guests.	0.651
Customer Loyalty (L)	
L1. I consider myself to be loyal to Airbnb accommodation.	0.436
L2. I would prefer reading comments on Airbnb.	0.604
L3. I find information about accommodation on the Airbnb website.	0.788
Trust (T)	
T1. Airbnb is trustworthy	0.486
T2. Airbnb gives impression that it keeps promises and commitments	0.506
T3. I believe that Airbnb has my best interests in mind	0.645
T4. I think Airbnb will keep promises it made to me	0.441
T5. I think Airbnb wants to be known as one who keeps promises and commitments	0.698
Customer Satisfaction (CS)	
CS1. I am pleased with my experience of staying in Airbnb accommodations	0.424
CS2. My experience with Airbnb is pleasurable	0.614
CS3. My choice to stay in Airbnb accommodations was a wise one	0.724

Structural equation modeling was used to test the model and hypotheses. Model fit well; χ^2/df=1,426; GFI=0,643; AGFI=0,753; CFI=0,817; RMSEA=0,047.

The results were shown in Table 3 below. All hypotheses were found as significant.

Table 3: ***Results of path analysis***

Hypotheses	S.E.	C.R.	p	Result
H_1: SQ → T	0.320	3.254	0.01	Supported
H_2: SQ → CS	0.102	2.676	0.02	Supported
H_3: T → CS	0.164	3.437	0.03	Supported
H_4: SQ → CL	0.531	2.478	0.01	Supported
H_5: T → CL	0.432	4.321	0.02	Supported
H_6: CS → CL	0.326	3.245	0.04	Supported

CONCLUSION

The elements included in the research, service quality, customer satisfaction, trust and loyalty are crucial to the success of businesses. According to Liat et al. (2014), organizations need to understand these concepts. With increasing competition, managers are continually endeavoring to build up a steadfast client base. This study empirically examines the relationship between Airbnb service quality, customer satisfaction, trust and loyalty with sharing economy. This is the first study in the Airbnb sector, but other studies in the literature have been taken into account to confirm this relationship.

Theoretical Implications

This is the first research on Airbnb service quality, satisfaction, trust and loyalty (i.e. trust). Recently, the theory of social exchange has developed and tested a general framework that integrates social identity and perspectives of social change in relation to customer service quality. Recently, the academic literature acknowledges the impact of different structures, such as quality of service, **CS,** trust, and **CL**. These findings have important theoretical implications for research on authenticity in hospitality and tourism, as well as practical implications for the hosting sector. From the point of view of service science, service dominant logic provides theoretical basis for a better understanding of sharing business models and consumer behaviour (Vargo and Lusch, 2004).

Managerial Implications

This study has important managerial ramifications for Airbnb convenience. Findings will help Airbnb has better see how each element of administration quality can add to a wonderful encounte that can affect post-consumer behavior. The service quality of the guests will help hosts better understand their guests; wishes. Yannopoulou et al. (2013), Airbnbb; business model adopts an innovative approach to creating the tourism destination experience that there is a link between service quality, satisfaction, trust and loyalty. The results are important for hospitality because they explain the behavior of a client who wants to use alternative hospitality services (Lu and Kandampully, 2016). The results

of this study could improve the Airbnv platform survey and qualitative indicators that measure satisfaction and, ultimately, loyalty (Stylos et al., 2017).

Limitations

The study has some limitations, but these findings help to broaden the scope of the study on Airbnb. In terms of time and cost, it was limited only to Izmir province. Airbnb for tourists is not the only private property lease platform. Other applications used for accommodation are not included in the research.

Recommendations for Further Research

Although it is advisable to use the measurement tools provided by Akbaba (2006), Kingshott, (2006) Salanova et al. (2005), and also by Cronin et al. (2000), future studies may be using other measurement tools such as LODGQUAL in the index of quality of placement and other areas. Subsequent studies may include housing spread through other social networking channels and other types of Airbnb accommodation, such as hotel hospitality. In addition, future research on the quality of service, CS, trust and CL in the tourism sector can be aimed at comparing Airbnb experience with hotel experience. Cross-country comparisons may also be recommended for further studies.

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HOW EFFECTIVE GAMIFIED TECHNICS WILL LEAD TO COSTUMER ENGAGEMENT?

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Abstract

Gamification approach recently has sparked interest among researches as a new trend of increasing customer engagement (CE) in business-to-consumer (B2C) contexts. However, there is a dearth of exploratory studies that confirm the effectiveness of gamified mechanism in process of CE, specifically in Iran Market. This study aims to provide deeper insights into process of customer engagement by analysis of key factors in effectiveness of gamification. In order to achieve this aim, two main research phase were planned:1) detailed literature review on current studies in this scope and 2) Exploratory semi-structured interview with experts of gamification in small and medium enterprise (SMEs) in information technology (IT) industry in Iran. The synthesis of findings identified there are many game mechanics uses in designing games, which three key factors of feedback, gift and challenge have found to be more effective in our sample based on gamified engagement mechanism. Implication of this study may help practitioners in developing more effective gamified CE strategies.

Key words: gamification, customer engagement (CE), small and medium sized enterprise (SME), information technology (IT)

INTRODUCTION

Today's ultra-competitive global market is experiencing a rapid proliferation in online or virtual engagement strategies. Gamification has supremacy among these strategies due to the elements of competition which is challenging and motivating for encouraging behavioral and emotional responses of customers (Harwood & Garry, 2015). Figuring out what engaging the user, applicable feedback in between, and to finally achieve what is a win for the user as well as the organization association, increases the level of co engagement (Singh, 2012).

Gamification has been applied in several areas which range from finance productivity, health, sustainability, news, user-generated content and e-learning (Xu, 2011). Gartner predicts gamification will be a key trend that every CIO, IT planner and enterprise architect must be aware of as it relates to business (Gartner, 2011). In IT industry research, BI intelligence forecast the market share of gamification would increase in 2018 to 5,502 million dollar. Following, in, BI intelligence report, gamification represents the fusion of four trends: “the explosion of social media usage, the mobile revolution, the rise of big data, and the emergence of wearable computing” (BI intelligence, 2013).

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Gamification drives participation and engagement by integrating game mechanics and game dynamics into a various contexts specifically in IT industry such as website, service, online community, content portal, marketing campaign or even internal business workflows. Gamification influences behavior through the use of key concepts from a number of related areas, including game design elements (e.g., game mechanics), customer loyalty programs and customer management in community and cultural and economic situation in community. By consideration of all this facts, in this study, we focused on the effect of game mechanics in process of customer engagement to provide a multilateral contribution for game designers in related area to use the more effective mechanics in gamification strategy.

Despite extensive explanation of gamification merits and shortcomings are provided in the literature, little case study work has sought to confirm gamification as a meaningful concept and provide evidence of its effectiveness as a tool for engaging users in IT contexts. To address this gap, this study aims to provide deeper understanding in to the effectiveness of gamification process within the context of CE. To this end, the contribution of this research is twofold. First, theoretical wise, it offers a conceptual review of the role of affective gamified technics in the process of CE in global market and specifically Iran SMEs in IT industry. Second, by exploratory semi-structured interview with experts of gamification in IT industry, this study is seeking the key factors in gamified engagement mechanics in Iran's IT industry.

The paper is structured as follows. First, we reviewed the literature of key effective mechanics of gamification from global scale and Iran market. Subsequently, we explain the mixed-methods research methodology adopted to address the research aims. Our discussion of the findings elaborates on three key factor of feedback, gift and challenge. Finally, conclusions are drawn and directions for future research are suggested.

LITERATURE

In contemporary world, advancements in Web technologies have led to the emergence of a diverse form of online games. Online games can range from simple animation games to sophisticated Massively Multiplayer Online Games (MMOG) that users play, interact or compete against thousands of peers in the virtual world (Guo, & Barnes, 2007). One of the most recent forms of online games is called "Gamification" which includes games with a specific purpose (Von Ahn & Dabbish, 2008). Gamification is defined as the use of game elements to promote desired behaviors among customers in non-game contexts; particularly for consumer oriented web and mobile sites, in order to encourage users to adopt the applications. (Deterding, Dixon, Khaled, & Nacke, 2011). Gamification is also strives encourage users to engage in desired behaviors. In connection with the gamification application in IT context, measuring cybersecurity situational awareness, combat spam through community policing, productivity, costumer engagement, brand awareness, loyalty and team building in mobile apps and websites are all examples. (Chua, & Banerjee, 2013, October; Fink, Manz, Popovsky, Endicott-Popovsky, 2013; 25 Examples of Gamification in Business, 2017).

Why effective gamification is a significant marketing strategy?

The most appreciate for game based marketing is the power of games to affect consumer behavior through game mechanics. McGonigal, (2011) resonated the volunteering attribute of game play by considering games as the only force in the known universe that can get people to take actions without using force when it has contradiction with their self-interest. Game mechanics and psychological conditions of customers exploit are powerful tools that marketers can use instead of cash, which is cheaper in the long- run (Xu, 2011). The effectiveness of gamification in marketing led this strategy significant in global market.

An effective gamification strategy would help marketing planners to approach repeat visits of customers by creating awareness of a product/service in organization. In addition, by appropriate feedback from market, companies could enhance the efficacy of marketing research or simply making sales. All process of product/service design, research and innovation can take the advantage of effective gamification immensely. One of the example of gamification application refers to education organizations. The MIT University investigated on why games are success in education and found that, "Game players regularly exhibit persistence, risk-taking, attention to detail, and problem-solving, all behavior that ideally would be regularly demonstrated in school". (Singh, 2012).

Here we provided the significance of effective gamification from CEO point of views. Joel Brodie, CEO and Founder of Gamezebo.com believed that, "….Game-Based Marketing is the first look at combining the power of games with the power of marketing to create an exciting new user paradigm: Fun ware. This is clearly the future.''

Jonathan Epstein, CEO, In-Game Ad Firm Double Fusion, and Founding CEO, Gamespot.com. believed that "….The rise of multibillion-dollar gaming industry demonstrate the appeal that compelling, interactive content has over other more passive form of marketing…. in the field of gaming and the application of gaming techniques …If you haven't applied games to marketing, advertising, or brand management, it could be game over for you".

Although the significance of gamification in both academic and practice have been mentioned in literature and adverting market, not all the gamification strategies are effective in verities of contexts. In other word, there might be possible dangers if the gamification design does not suit the purpose of motivating. In order to assess the effectiveness of gamification process, we need to determining what type of game mechanics should incorporate in specific context (e.g., activities) to meet the psychological and social needs of human motivation (Aparicio, Vela, Sánchez, & Montes,2012).

How game mechanics motivates engagement behaviors*?*

The game mechanics as elements of game design, involves rewards offer at different levels, challenges, points assignments, leaderboards, virtual space & goods, virtual gifts etc. These game elements are used to enhance the effectiveness of gamification. Therefore, game mechanics need to be systematically assessed, with the various elements both separately and in

comparison to another. According to Zichermann, & Cunningham (2011), by deploying some of the basic tenets of game design and discipline, specifically by using game mechanics like points, badges, levels, challenges and rewards, focusing on making things more fun and rewarding, you can raise various engagement metrics.

Selection of game mechanics that match the objectives and support the needs of human motivation are the most impotent factors in evaluating effective gamification. Therefore, there are considerable number of studies made efforts to asses and evaluate the effectiveness of gamification through game mechanics in different contexts. Due to this fact, there are numerous approaches in the literature explored the game mechanics items and assigned them in to specified categories. As an instance, gamification mechanics are categorized in autonomy, competence and relation (Aparicio et.al, 2012).

Gamification in Iran Market

The application of game mechanics and gamification marketing strategy has been reported in few researches in Iran as a case study, such as increasing energy efficiency via consumers' engagement (Yousefi, 2017) and teach recycling to 7-12 years old children in Iran (Mamaghani, Mostowfi, & Khorram, 2016). However, Iran as emerging economy market needs to grow and improve sectors such as information and communications technology (ICT) and financial services to be able to add $1 trillion to GDP and create nine million jobs by 2035 (McKinsey & Company 2016). Furthermore, McKinsey global institute reported that, Iran will need to improve productivity and upgrade its industrial infrastructure to new technology, and modern management practices to be able to connect well to international systems that encourages more dynamic competition and innovation.

METHOD

In this paper, we adopted the mixed-methods research methodology to review and discover the significance of effective gamification mechanics in costumer engagement in both the literature and Iran IT market. To this end, first, we reviewed the literature of key factors of effective gamification strategy from global scale and second, we interviewed with the marketing consultants and experts, and game designers of five leading SMEs in IT industry. In the Table 1, we provide information in regard of enterprises, the domain of their activity, their target customers, and the aim of application of gamification strategy.

Table 1: Name and information of selected SMEs in IT industry

Company name	Activity domain	Target costumer	Aim of application of gamification strategies
Hamahang Group	Official representative of sale, distribution, and after sale's services of Samsung mobile and tablet in Iran	The Consumers of digital products and services, The intermediate sellers of companies' products and services with guarantee.	Introduce Hamahang guarantee, customers' attraction, and improve sale performance.
vistortech	Online store and news website of products and accessories related to information technology (IT) and the mobile phone market	Potential customers of digital products.	Brand introducement, customers' attraction
Avajang ICT Group	Sale, distribution and after sale's services of Gigabyte software and hardware IT products	All customer of digital products and services	Improve the amount of sales through customer engagement
Zima news	Online website of IT news and nature	Young generation in Iran	To increase number of site views and increase number of commercial advertisement
Rayane khabar	Monthly news journal in IT area	Iranian 15-17 years old	Increase the gravitation of journal and improve the amount of sales

FINDINGS

The findings of literature review reveals that, game mechanics fall into many more or less well-defined categories such as points, virtual economy, levels, leader board, badges, challenges, on boarding and engagement loop (e.g., feedback), loss avoidance, races, territory control and combination condition. While, they all need to be balanced and clarified in both aspect of mechanics as objectives and skills. The result of semi-structured interview with experts of gamification in SMEs in IT industry indicated that, effective gamification strategy through feedback, gift and challenge as game mechanics would have the most influence on process of customer engagement in Iran SMEs in IT industry.

Conclusion

This study tries to find how effective gamified system can result in costumer engagement in Iran SMEs in IT market though game mechanics. According to our findings, by carefully reviewing the literature, we found several game mechanics, while, the application of gamification strategy in our sample is not as much pervasive as we found in literature. This findings can be justified due to emerging marketing situation of Iran as well as financial limitation of marketing budget of SMEs in IT industries in Iran. In addition, the synthetize of our interview results

indicate that, the differentiation of customer reactions to the game mechanics in gamified system makes the process of costumer engagement more complex.

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INVESTIGATING THE RELATIONSHIP BETWEEN MASS TOURISM AND HERITAGE CONSERVATION: IN THE CASE OF TURKISH REPUBLIC NORTH CYPRUS

Tahereh AREFIPOUR *

INTRODUCTION

Tourists are attracted by world hereitage properties in which thearten the high risk of harmaing in terms of various attributes in some literature or report on the world Heritage List, although, it led to gain economical advantages . Heritage tourism as Chen mentioned in 2010 has been considered a great extent as an experiental consumption (Chen & Chen, 2010) . TRNC as a third largest Island in Meditterean sea included both tangible and intangible heritage that attacted the number of tourists in each year .

Developing and diversity programme of heritage sites should be considered not only social and polictal but also conserving the heritage sites which can contribute to qualitative and sustainable development that requring to estabilishing a long-term schedule base on contributing, sustainable of participating communites. Tourism can contribute to qualitative and sustainable development if it is based on the commitment and participation of the local populations, who must be involved in its conception and execution, and if the natural and cultural resources upon which tourism is based are preserved on a long-term basis (Proceedings of a Round Table on Culture, 1997). Human activities can effect obvious on nature of any places, so the number of those activities more, the more changes of the places.

Mass tourism can be worked as a dual industry, one side can force to maintenance and conseration of heritage site , cause a serious effects on natural sites led to deterioration , pollutions and threaten fragile places like coastline and some very old structures. Therefore ,the destination should have a properly plan and strategy to managed and preserve the heritage areas . Conserving heritage sites needs to :

a. Controlling and monitoring the number of tourists enter the sites specaily to fragile areas in order to preventing damages of those places .
b. Building proper paths for walking vistiros having a plan for handicapped people , and aged or children
c. Preventing to use premises outside or inside of the areas not to use as a commercial place.
d. Before entering the visitors inform them for some important point to pay attention to the areas (design posters, information's leaflets, paint and etc.)

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MEHODOLOGY

This paper adopts by inductive approaches, and is conducted through qualitative methods.Sem –structure questions will prepare in two Turkish and English languages , sample choose from top managers of Minestery of tourism and staffs and mnagers of different heritages sites by interview them for some crucial issues emerged (Jimura , 2009~~a~~).

Cultural heritage definded as te legacy of physical artifacts and intangible attributes of a group or society that are inherited from past generations , maintained in the present and bestowed for the benefit of future generations. TRNC as an Island attract tourists not just for cultural heritage places but also because of 3S (sea , sand and sun) ; undergroing a profound consumer of natural resourcs as well .The main aim of this study is to examine the relationship between increasing the numbers of torusim arrival and the range of damaging heritage sites. There should be balance between vistiors and gain economy benefits of those historical places . This paper remarks by the objects of learing about consequence of upraising number of visitors and findings potential threats and benefits of heritage tourism in heritage sites which expands by following research questions

1. What are the consequences of mass tourism on touristic heritage sites
2. Finding interaction between the number of visitors and the quality of the heritages image or physic.

FINDINGS

Recent years , tourism and heritage places are a major objective in the management and planning of historical planning areas . Conflicts amonge concepts of conservation , heritage and bulk tourism causes researcher to seek a solution for manageming or strategy plan of heritage places based on a communities and culture -led agenda .Finding the role of tourism and conserving heritage sites expands by the research questions through qualitative methodology, open ended queations will provide and invterviews among heritage site staffs , managers and ministry of tourism managers (nearly 25 respondents) , during seasonal time. To this end, this paper attempts to explain the impact of mass tourism in a destination requied to underatand very well , each territory or heritage site should be managed according its "carrying capacity " . and above it its sustainability is in risk .

CONCLUSION

The purpose of this paper is to survey the relationship between mass tourism and damageing heritage sites , in the case of TRNC, because TRNC as a distination , attracts tourists: for 3S , its historial places and also, culture heritage . Some scholars believes that improving of mass tourism led to protect the sites , but the other believed that if the number of tourists raised without managing them , it will be harmful for heritage sites the aim of this study investigate association and also suggested some way to help preserve heritage site while thinking to tourism as a sustainable economy gains. Methodology and design uses qualitative approach and interviews with experts who have experience in both

direct and indirect contact with tourists and concept of heritage sites. To estabilishing sustainable both conservating the sites and developing tourism industry needs to involve all stakeholders, NGO's andTRNC's torism governmental policy , other relavent organization such as University and et.c. to intervention to safeguard the environment and heritage while the other hand improving tourists .

There are some limitation as follows: interviews should be ask also from communites and some other orgaination such as University , to finding is there any curriculm for communites to aware of the conserving heritage sites ? Not just survey in TRNC ., but also the other country where there is less dependency to tourism industry. Future study should have notice to carrying capacity analysis theory because of many of these sites are not re-generate if demolished.

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REVIVAL OF CULTURE THROUGH CREATIVE TOURISM: THE CASE OF SARIHACILAR AKSEKI PROVINCE OF ANTALYA

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INTRODUCTION

Cultural tourism, which emerges as a result of tourists' interest in cultural heritage is shaped by visits of travellers to the places that have various historical features. Year by year it has been increasing and transforming into a more creative form. In this context, cultural tourism differentiate from passive involvement of tourists in cultural destination and tourists themselves being the part of the active involvement in the visited destination. According to the WTO (2018) the importance is culture as being a fundamental part of the tourism experience in Europe. Sarıhacılar which has its historical, cultural, tangible and intangible values can revive its attractiveness as it has in early times. The environments where traditional architectural examples are well preserved can therefore create a cultural resource and attraction in tourism today.

LITERATURE REVIEW

The culture, which has been suggested to be related to many different fields, has often been evaluated by disciplines such as sociology, literature, politics, psychology, art history, history and folklore (Özdemir, 2009). Culture is defined as the sum of whole of values of societies related to religion, morality, law, art, traditions and customs (Bandeoğlu, 2015). Culture is defined as the whole of the material and moral values that give the society an identity (ktb.gov.tr). Contrary that defining culture is not an easy task (McKercher & Cross, 2003). Either tangible or intangibly all heritages are accepted the components of entire cultural tourism (McKercher and Cross, 2003). Cultural tourism is a type of tourism which the tourists try to experience the culture of the location as the attractions that are constituted by its culture (Boyd, 2001). According to WTO cultural tourism is a type of tourism activity in which the visitor's essential motivation is to learn, discover, experience and consume the tangible and intangible cultural attractions/products in a tourism destination (UNWTO, 2018).

Creativity is a term which has been broadly applied into different field considerable in the creative and cultural industries (Richard & Marques, 2012; Özdemir, 2009). Creative tourism is a process of transformation of culture into social and economic life of human being. Creative tourism acquires great attention of tourists by offering them to fulfil the need of experiencing and to create meaningful experiences (Richard & Marques, 2012).

According to Richards (2001) the reasons why creative tourism can be improved on cultural tourism are listed as below:

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- Creativity is a path of creating value in easy way since of its scarcity.
- Creativity enables destinations to develop new products as a source of innovation rapidly and presents a competitive advantage over other destinations.
- Creativity is a process, and creative resources are therefore more sustainable.
- Creativity is mobile.

New technologies are allowing people to locate creative activities to rural areas, and intangible heritage is becoming a more important aspect of tourism experiences (OECD, 2014, cited in: Richards, 2019.).

METHOD

The purpose of this study is to explain the creative tourism and its potential to revive the areas especially in the context of holding historical values. For this purpose, creative tourism is explained in the context of Sarıhacılar which has settled at the crossroads of trade in the time period between 13th and 20th century and used to as a barter centre in addition to its cultural heritage having of almost 800 years in Akseki/Antalya. This is an explanatory study and structured qualitatively.

FINDINGS

Sarıhacılar is a 800 years historical village that has located just 9 km from the town of Akseki province of Antalya and 63 km to Manavgat and Alanya districts of Antalya. Location which is also having been very close to Akseki and its region offers different and rich rural tourism potentials to visitors. Sarıhacılar is just 8 km distance to Akseki and enables a well-preserved natural and traditional setting and has an important crossroad connecting Alanya and to a lesser extent the Side/Manavgat region to Central Anatolia throughout history. Hence Sarıhacılar offers a creative tourism potential.

The Potential Outcomes of Creative Tourism Project

Currently the location of Sarıhacılar looks a typical rural area and it suffers from resources except tourism. The shortages of resources are the key characteristics of rural areas. They have lack of alternatives for development but agricultural production activities, and they are confined to traditional production styles and agriculture to survive (Cetin, 2015). As Richard (2019) states in recent years smaller cities and rural areas have been great attention since those places offer a higher quality of life, which is attracting a growing number of creatives. It reminds the power of tourism to revive the life in rural areas. Tourism provides an alternative to the development of rural areas (Yang et al. 2010). Additionally, every rural area or village may own their unique potential for visitors (Çetin, İçöz & Polat, 2017).

Picture-1: An entire view of Sarıhacılar

Source: www.hurriyet.com.tr

Creative tourism is considered as a form of networked tourism (Richards & Marques, 2012) and has some considerable assets (creativetourismnetwork.org):

- Adequacy to the new demand of the travellers, who are eager to live unique experiences.
- Diversification of the offers without any investment, just by optimizing existing intangible heritage.
- Positive effects on the profitability of the cultural infrastructures thanks to this new demand.
- Quality tourism endowed with a high added value and purchasing power.
- Unseasonality of tourism, which allows a better distribution of the activities along the year.

Some findings found as; currently only two families had been all year around living in the village stated that after restoration program started the interest of early residents began increasing. Sarıhacılar and Akseki is supported by restoration program in Tourism Strategy 2023 Action Plan (2007-2013). The village has been taken under the protection in the year 2003 and a restoration project started in neighbouring villages included Sarıhacılar in 2011 by the Protection and Promotion of the Environment and Cultural Heritage (ÇEKÜL).

Picture-2: A view of ruins in Sarıhacılar

Source: Picture was taken by author.

Picture-3: A collapsed and ruins of traditional house with restoration in Sarıhacılar

Source: Picture was taken by author.

Picture-4: Ruin of a buttoned house in Sarıhacılar

Picture-5: Sarıhacılar Mosque (Sarıhacılar Cami) after restoration

Source: Picture was taken by author.

Like the traditional buildings in region wood and rubble stone were used as building materials as Tay (2017) stated. The use of Taurus Cedar as a building material dates back to ancient times, as it is resistant to fungi and insects, physically strong, fragrant and valuable wood (Liphshitz, 2013; cited in: Yaman, Akyol & Aktaş, 2019). Some pictures as below:

Picture-6: A typical traditional Sarıhacılar house that restoration completed

Source: Picture was taken by author.

Picture-7: Original form of house in Sarıhacılar

Source: Picture was taken by author.

This traditional building is a building that was used as an animal barn in history After the restoration is gained a new looking.

Picture-8: Another buttoned house after restoration

Source: Picture was taken by author.

Picture at top –left: a traditional barn after restoration., at top right; the traditional house over barn after restoration.

One of the most important pursuits of human beings is to organize their natural environment according to their needs. These style of buildings are called as İlvat Village Houses (Dursun, 2012). The same rubble stones and materials obtained from the region were used in the construction of hoods with flue mesh in the houses (Dursun, 2012).

Picture-9: A close view of traditional buttoned house in Sarıhacılar

Source: Picture was taken by author.

Picture a looking of traditional buttoned wall of a traditional house from Sarıhacılar.

Houses embrace examples traditional vernacular architecture and the types of the houses are called as buttoned wall; authentic walling technique (Başok, 2017).

Picture-10: Traditional market area after restoration in Sarıhacılar

Source: Picture was taken by author.

Picture: The area in front of the traditional house which is used for sell of traditional and local products in village.

CONCLUSION

As the result of the paid great attention to the creative tourism since it has been started to stimulate and revive the economy and social life of places especially for rural areas it has encountered to overcome the obstacles and threats which are derived from the success it has created. As Richards and Raymond (2000) stated that a great competition has emerged among the cultural destinations addition to the developments of cultural centres in large, big cities such as in the explosion in the number of museums in Europe. Sarıhacılar needs to develop its own creative modes of cultural tourism instead of implementing ordinary copy

forms of other destinations. Hence it may be based on developing the ruins of the past in a distinctive form.

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OVERTOURISM: BLESSING OR BURDEN?

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Abstract

Overtourism is relatively new concept and/or phenomenon in tourism literature and getting more importance as tourism is growing in especially traditional tourism destinations such as Amsterdam (Netherlands), Paris (France), Antalya (Turkey), Venice (Italy), London (UK) etc. The most obvious outcomes of overtourism are dramatically rising prices, decreases in service quality, longer queues, heavy pressure on carrying capacity, congestion, intensive traffic jam and so forth. Due to these undesired consequences of overtourism, most public authorities are trying to find solutions for their destinations including limiting the number of visitor or even prohibiting the visits for a while. Therefore, in order to find effective solutions, this phenomenon and potential reasons should be better understood by all the parties involved. For this reason, in this study, it has been tried to determine how the concept of overtourism is perceived by different layers of the society. In order to do this, a qualitative research was designed and a semi-structured interview was conducted as the data collection instrument consisting of 13 open-ended questions. The target groups were identified as previously selected from different occupations or professions. Interviews were conducted with a total of 54 people through face to face appointments or filling internet based questionnaires. A content analysis of the statements on the questionnaires was performed and the data were transformed into the codes. The major findings of the research revealed that there is a great consensus about what overtourism is and how important it is specifically in terms of its negative impacts on the society and environment. It is expected that this consensus among the participants will eventually contribute to public authorities to find effective solutions for overtourism.

Key Words*:* Overtourism, Sustainability, Content Analysis, Carrying Capacity

INTRODUCTION

On the contrary to the concept of "responsible tourism" which means to develop tourism in the destination in order to create better environment to live in and to visit, "overtourism" as an undesired aspect of tourism, describes the overcrowding destinations where the number of visitors is so high that the quality of life in the area or the quality of visitor experience has been intolerably deteriorated by huge numbers of these visitors. The deterioration is often experienced simultaneously by both visitors and hosts, and they may easily rebel against it. Due to the these growing negative effects of overtourism all over the

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world, the UNWTO's Summit of Ministers is tackling overtourism at the World Travel Market (2017) in order to find effective solutions for this new circumstance.

The definition of overtourism is pleasantly vague, the term "overtourism" was started to use by the authors as consequence of the increasing number of destinations where the endless growth in tourism arrivals are celebrated. Tourism is frequently described as a kind of leisure market, and as people's living standards increase, they buy travel and tourism services more, and therefore the consumption for tourism worldwide accounts for 11 % of global consumption. This figure explain how tourism is a big business for the whole world and countries as for its economic importance. As consequence of rising living standards worldwide, the number of global tourists has also increased substantially. The Chinese and the Indians visitors are the major examples of increasing middle-classes whose purchasing power is still growing. On the other hand, the propensity to travel among those who have high level of monetary income and sufficient quantity of discretionary time in the world have changed their spending patterns from traditional consumption of manufactured goods towards tourism services and more people begun to seek self-actualization in accordance with Maslow's hierarchy of needs (Maslow, 1943). While many academics have retained their interest in the classical debate about the impacts of tourism over the past decade, some have attempted new conceptualizations, while others have converged with the narrative of social movements questioning the premise of tourism development, with the subsequent coining of the words "overtourism" and "tourismphobia" (Dredge, 2017; Goodwin, 2017). By Saarinen and Nikula (2013), were prescient in their assertions that in the face of rapidly growing tourism economies. They stated that there is "a need for alternative and more environment and host-friendly practices in development, planning, and policies". Saarinen's & Nikula (2013) also call for "stronger governmental and intergovernmental policies and regulations are most likely needed to set the limits for tourism growth in a local-global context with less tourism-centric evaluation criteria". More recently, when it comes to sustainable tourism, Hall (2019) asserts "the belief that all problems can be solved by exerting greater effort and demanding greater efficiency within the status-quo of continued tourism growth and consumption necessitates challenge".

The authors have defined the term "overtourism" variously. As the pioneers of this concept, Milano et al. (2018) draw attentions to this issue by an earlier discussion paper that they published in July 2018, and their subsequent volume with the title of "Overtourism: Travel and Tourism Excesses, Discontent and Measures". Milano et al. (2019) also describe it as "the disproportionate growth of visitors leading to overcrowding in areas where residents suffer the effects of transient and seasonal tourism peaks which have caused permanent lifestyle changes, denied access to amenities and harmed their general well-being". Overcrowding or overtourism (UNWTO, 2017), has become a problem for locals as well as visitors in the destinations as diverse as New York City, Copenhagen, Reykavik, Skye Island, Koh Phi Phi, Thailand, Palawan, and Philippines as a consequence of a disproportionately large influx of tourists. Comparing population to overnight tourists per year to illustrate crowding pressures the

World Economic Forum (2017) predicts that destinations should gradually turn to caps, citing as examples of Santorini (Greece) and Cinque Terre (Italy). In response to crowding problems, the UNWTO called for destinations to better manage tourism, though without questioning the underlying assumption of a continuation in growth strategy. As a direct response to the growing number of visitors for the destinations, and the equally growing issue of queuing times across some of the most popular attractions resulting in people wasting more time outside than they spend time inside the attraction.

The challenge of urban tourism as a principal victim of overtourism is facing today is a still a much more complex task than is commonly recognized. There is a pressing need to set a sustainable roadmap for urban and hotspot tourism and therefore tourism needs the aspiration for a more balanced situation in order to overcome the negative effects of overtourism.

LITERATURE REVIEW

Overtourism is a relatively new concept which is studied by the academics in the recent decade and most of the authors emphasized the negative effects of this phenomenon on the destinations and host populations. For a long time, tourism has been evaluated as a beneficial activity for both visitors and local communities in terms of its economic and socio-cultural contributions to the area visited. However, latest observations show that overtourism is a reality and it has a great potential to create many problems for both visitors and host people. Most overtourism movements express their outrage at the ever-increasing number of tourists visiting Europe and other major tourism centers of the world (Routledge, 2001). In the literature, it is observed that, authors identified many different aspects of overtourism. Coldwell (2017) and Tapper (2017), for instance, argued that overtourism demonstrators were particularly virulent in Spain and Italy, and present in England and Croatia at a lesser degree. The comments stated by the authors on the increase in overtourism are varied and they include a large number of visitors who potentially jeopardize the UNESCO World Heritage status in some destinations, and they urged that tourists may destroy the quality of life of locals, the environmental sustainability of destinations is under threat, and so on (Buckley, 2017; Leadbeater, 2017; Paris, 2017). The growth of overtourism in Europe indicates that if tourism is not properly handled, it has the potential to cause much more harm and destruction (Coldwell, 2017). This campaign is symptomatic of a paradigm shift too and authors claim that locals are now more interested in their quality of life than the tourism industry's profits (Croes et al., 2017). More importantly, this situation throughout Europe provides evidence that tourism sustainability is something that has yet to be achieved, with the industry not fully understanding how it is actually to be achieved. Due to the janus-faced character of tourism industry (Sanchez & Adams, 2008), a tailor-made management strategy needs to be developed to cope with the current situation at each specific destination. An “ambidextrous management” approach to managing tourism destinations is proposed as a potential solution within this Local Spotlight Overnight has become popular in science, too, overtourism. While it was largely non-existent before 2017, in 2018 and 2019 no less than 4 special issues from academic

journals and 3 edited books on the subject have been published. The marketability and popularity of the term overtourism seem to be at least partly accountable for its entry into academia, rather than its explanatory value, as exemplified by a recent paper that uses the term overtourism in its title but does not mention it at all in the main text (Gonzalez et. al., 2018). More troubling is the fact that the word can be called "fuzzy" in that it is vague, lacks consistency and is extremely difficult to operate (Markusen, 2007). As such, it may be used as a tool to recycle existing ideas or to mask agency and responsibility (Markusen, 2007). It also often influences both visitors and guests witnessing the degradation and start rebelling against it. Overtourism has developed quickly all over the country especially in Europe and in a few places, there have been demonstrations and some of them have involved low levels of risk in a few extraordinary cases violence (Goodwin, 2017). This situation shows how important it is to regard a destination's identity in terms of its capacity to draw tourists, and how difficult it is for a destination to recover its image once it has been damaged (Scheyvens, 2009). However, the concept of overtourism refers to the phenomenon of overcrowded tourism destinations where the carrying capacity is exceeded that celebrates rapid and seemingly endless growth in tourism entries. This is confirmed by an article from "responsible tourism" (Goodwin, 2017) that describes destinations over-tourism in which hosts or tourists, locals or visitors believe that there are disproportionate numbers of visitors and that the standard of living in the area or the nature of the experience has been unsatisfactorily disintegrated.

In the literature, there are studies within different aspects on overtourism that can be summarized as follows. Gonzalez et al. (2018) assess the impact of tourism addiction using some socio-demographic variables. Adie et al. (2019) surveyed of 26,000 residents to investigate the effects of overtourism on local residents who are living near historical monuments, sites or festivals and findings show that overtourism is perceived as a danger for cultural heritage by locals. Likewise, Smitha et al. (2019) explore the resident resistance to overtourism in Budapest the Hungarian capital. The research tries to show that tourism is often marginal rather than central to the discontent and resistance of the residents to developments. Seraphina et al. (2019) addresses overtourism from the perspective of the locals. The research identified 4 local archetypes regarding their attitudes toward tourists: victims, peaceful activists, vandals and resilient locals in their research.

Nepalese et al. (2019) is, on the other hand, studied to explore the types of economic taxation that are used to manage overtourism. Findings display that the tourist taxes and entrance fees are identified as common solutions used in overtourism concerns. Jacobsen et al. (2019) develops a unique model capturing antecedents of place attractiveness in tourism hotspot crowding contexts. Panayiotopoulosa & Pisano (2019) combined research by design methodology and rapid ethnography in order to problematize overtourism in Dubrovnik. Oklevik et al (2019) have triggered various conflicts in destinations and sparked debates as to how to deal with what is increasingly referred to as 'overtourism' in their paper. Milano et al (2019) explores the evolution of the discourse on

tourism de-growth among social movement activists in Barcelona. Diaz-Parra and Jover (2020) suggest that tourist growth and migrant lifestyle can potentially shrink or even deprive the city of a social right. Cheung et al. (2019) studied overtourism as a term recently used to contextualize this potential hazard to many popular tourist destinations worldwide. Their findings suggest that policy-makers should note that the deterioration in visitor–resident relations from overtourism may exhibit a significant hysteresis effect that will persist far beyond the original stimulus.

Depending on the above-mentioned developments in the literature, this study is designed to investigate the perceptions of different layers of population in Turkey about overtourism and in this way to contribute to the related literature.

Based on the above-mentioned reasoning, the basic objective of this study was to identify if there is a consensus about the definition of overtourism among the different social groups of population and to find out the potential negative and positive effects of this phenomenon in the participants' point of view. Thence, it will be possible to find solutions in the short run and long run as tourism develops in the destinations for balanced developments.

METHODOLOGY

In this study, a qualitative research method was employed and an interview technique as a research instrument was executed in order to collect data from the representative groups of population about their insight. The data collection tool consists of a 13 semi-structured questionnaire organized as open-ended questions. The basic reason for using qualitative research was to observe the participants' point of view in more detail and to understand how they perceive the issue of overtourism as the main concept of this study. As experts claim that the feature of semi-structured interview is to answer the open ended question from earlier (King, 2004). Interviews has been conducted by 54 participants from various professions or occupations of society. According to the experts, 40 or 50 participants will be sufficient to collect data for the interview based research as a qualitative method. A random sampling technique was used to determine potential participants/respondents of questionnaire.

The 54 deciphered texts of the responded questionnaire were analyzed using the text encoding method. In qualitative research, "code" is defined as a word or short phrase that symbolically represents a reminder characteristic, some verbal or visual sequence summarizer, a brace factor and an essence catcher (Saldana, 2009). Codes; a phrase, a group of words, a sentence, or an entire paragraph, as well as a more complex expression such as a simple category name or metaphor (Miles & Huberman, 1994). The purpose of coding analysis is to question the data carefully. In this process, the researcher said; "What is the code about? Which category can best represent her? What content should be encoded?" (Richards, 2010). Thus, all the responses were analyzed through above-mentioned process and the results were reported in the following section of the paper.

FINDINGS

Demographic Profiles and Propensity to Travel Abroad of the Participants

Tablo 1 display the demographic distribution of the participants and according to this table, the majority of the participants were male, and likewise the majority of the participants are between 41 - 45 and 51 - 55 age bracket. Participants who have an undergraduate degree are more than the other graduates/bachelors. The largest group of the participants declared their professions as hoteliers and tour guides who know tourism very well. The dominant professional experiences of the participants are those who are working for 0 - 5 years and 6 – 10 years (35 % together). Finally, results show that 78 per cent of the participants have travelled abroad at least one time for the past 5 years. These results explain that, majority of the participants have a good knowledge about tourism.

Table-1: Demographics of the Respondents

Demographics		Frequency	Percent (%)
Gender	Female	22	40,7
	Male	32	59,3
	Total	**54**	**100**
Age distribution	20-25	4	7,4
	26-30	6	11,1
	31-35	6	11,1
	36-40	3	5,6
	41-45	11	20,4
	46-50	4	7,4
	51-55	11	20,4
	56-60	2	3,7
	61+	7	13
	Total	**54**	**100**
Education	High School	3	5,6
	Undergraduate	38	70,4
	Graduate	7	13
	PhD	6	11,1
	Total	54	**100.0**
Occupation/Profession	Academics	6	11,1
	PhD Candidate	6	11,1
	Public Servant	4	7,4
	Hotel	15	27,8
	Tourist Guide	14	25,9
	Others	9	16,7
	Total	54	100
Job experience	0-5	10	18,5
	6-10	9	16,7
	11-15	7	13,0
	16-20	4	7,4
	21-25	5	9,3
	26-30	6	11,1
	31-35	4	7,4
	36-40	3	5,6
	41+	6	11,1
	Total	54	100
Traveled abroad during past 5 years	Yes	42	77,8
	No	12	22,2
	Total	54	100

Table 2 shows that the most popular countries for the participants are Germany and Greece with the frequency of 14 (times), and following by Italy (13), France (12), USA (10), Austria (8) and UK (7) respectively. These figures also show that participants have travelled to the places where overtourism could be seen obviously and they are supposed to be experienced by overtourism.

Table-2: Countries Visited by the respondents

Country	Travel Frequency	Country	Travel Frequency
Germany	14	Macedonia	2
Greece	14	Portugal	2
Italy	13	Tunisia	2
France	12	Argentina	1
USA	10	Bahrain	1
Austria	8	Belarus	1
UK	7	Bolivia	1
Holland	6	Algeria	1
Spain	6	China	1
UAE	5	Morocco	1
Bulgaria	5	South Africa	1
Czechia	4	Croatia	1
Iran	3	India	1
Switzerland	3	Qatar	1
Canada	3	Colombia	1
Montenegro	3	Kosovo	1
Poland	3	Cuba	1
Romania	3	Latvia	1
Serbia	3	Lithuania	1
Thailand	3	Norway	1
Australia	2	Uzbekistan	1
Azerbaijan	2	Peru	1
Belgium	2	Russia	1
Bosnia Herzegovina	2	Singapore	1
Brazil	2	Sri Lanka	1
Indonesia	2	Saudi Arabia	1
Georgia	2	Ukraine	1
Hong Kong	2	Uruguay	1
Ireland	2	Vietnam	1
Hungary	2	Lebanon	1

Responses of Participant to the Questions about Overtourism

In this section of the study, the content analyses of the responses of interview questions is summarized. As previously explained, the data collection tool was designed as semi-structured questionnaire consisting of 13 open-ended questions. For each questions, most frequently and commonly used terms and expressions were tried to determine in order to reach a consensus among the respondents by coding.

Q1. Describing overtourism

The answers given by the participants to the question about the definition of overtourism show that the codes of "*(Forcing) the Carrying Capacity", "Overcrowding"* and *"the Fall in Quality of Life"* were obtained as the most common expressions in their definitions. The results shows that participants are well aware of overtourism and its negative consequences. They also describe it correctly.

Q2. Negative or Positive Insights for overtourism

The results explains that the great majority of the respondents (44) consider about overtourism as a negative and undesired phenomenon, while 8 respondents had a positive image for overtourism. The most common expressions for these questions were *"Losing Repeat Guest*" and "*Environmental Problems*" among the respondent who had a negative image, while *"Promotion of Country"* and "*Regional Development"* were the major reasons for the respondents who had a positive image about overtourism. Among the respondents, 1 public servant, 1 hotel employee, 2 tourist guides and 4 others (not declared) had a positive image on overtourism.

Q3. The destinations which suffer from overtourism and negative outcomes

Related to 3rd question, most of the responses are concentrated on the terms *"Price increases"* and *"Environmental pollution"*. In addition to these terms, "*the decrease in human quality*" was another outcome that emphasized by the respondents. Participants expressed the most known overcrowded destinations as V*enice, Barcelona, New York, Paris and Santorini.*

Q4. Potential causes for overtourism

According to the answers of the participants to the question, the codes *"Unplanned", "Seasonality" and "Popular Culture"* were most frequently mentioned. "Seasonality" is seen as the most effective factor creating overtourism and "de-seasonality" might be the best solution to overcome the effects of overtourism. "Popular culture" means the classical "demonstration effect" of tourism as indicated in the literature.

Q5. Disgruntled of overtourism

Related to question about the disgruntled of overtourism, the codes of "*Local People"* and "*Tourists*" were mentioned as most important social groups. Local people are suffering from overcrowding due to lessening livability of their regions and their broken routines, while tourists are complaining from their destroyed holiday experiences due to undesired quantity of visitors in the areas they visited.

Q6. The beneficiaries of overtourism and who they are

52 respondents considers that there are beneficiaries of overtourism, but only 2 of them do not agree. The beneficiaries were coded as "*Governments*" and "*Tourism Enterprises*". According to them, the major benefits of government are increasing tax revenues and tourism operations gains more money from great amount of visitor expenditures.

Q7. Remedy for overtourism

In order to find a solution to negative effects of overtourism, respondents emphasized the importance of "*Spreading tourism to a year around*" and "*Spreading tourism to different destinations*". These suggestions are also known as implementations of "de-seasonality" and "de-centralisation" of tourism.

Q8. How long has overtourism been on the Agenda

The codes *"Newly Learned"* and *"For the Last 5 Years"* were identified as most frequently mentioned concepts from the statements. These responses show that overtourism is relatively new phenomenon and less people knew about it and not earlier than a decade ago. Especially "others" category in the group heard about overtourism for the first time.

Q9. Accompanying concepts to overtourism

The codes named *"Sustainability" and "Carrying capacity"* were identified as most frequently announced terms from the texts. According to the respondents, "sustainability" is the most meaningful concept that can be used together with overtourism. Heavy pressure on the "carrying capacity" of destinations is a well-known consequence of high number of visitors

Q10. Major responsible parties for overtourism

For the related questions, the answer statements mostly concentrate on the codes of "*Tourism Managements/Businesses*", "*Insensitive Tourists*" and "*Social Media*" were found to be responsible for overtourism. Interestingly, no respondend blamed the official bodies or multinational companies for this uncontrolled development of tourism. Under the "tourism management/business" code, majority of participants blamed the tour operators which are the dominant suppliers of mass tourism and some took attentions to social media platforms where travelers instantly effect each other when they visit to major hot-points.

Q11. Solutions and recovery of overtourism

In this category, there is a question about the future of overtourism and possible solutions. According to the responses, 8 optimistic participants consider that there will be no problem with overtourism in the following years, however 36 of them were pessimistic about it and the term "*Long term planning*" was found to be most significant and urgent solution to overcome the problems caused by overtourism. Pessimistic respondents consider that there will be no solution in the near future because of the rise of "*need for holiday*" among the societies and uncontrolled "*population growth*" in developing countries.

Q12. Emerging economies and overtourism

In this section, participants were asked for their ideas about newly emerging economies like India and China and their potential effects on the development of overtourism worldwide. Great amount of the respondents (N=36 and 66 %) consider that these economies have a significant effect on the growth of overtourism and this will continue for a long time. Out of 36 respondents, 6 academics, 6 graduate students, 14 tourists guides, 7 hoteliers, 2 public servants

and 1 others (unidentified) believed that China and India have a significant effect on overtourism. On the other hand, interestingly, 18 participants do not agree with them, due to the low level of per capita income in these countries that limits the number of visitors abroad. Out of 18 respondents, 8 hoteliers, 7 others and 3 public servants do not agree with the idea of others about the effects of China and India.

Q13. Overtourism in Turkey

The final question was about the overtourism and Turkey. Almost all the participants (N=49 and 91 %) consider that Turkey has the same problem. ıt is believed that the *Aegean, Mediterranean and Black Sea* regions have long being affected from this phenomenon. The major reasons were expressed as the popularity of these destinations, heavy dominance of city tourism in Istanbul, and the seasonality problem of Turkish tourism. However, 4 hoteliers and 1 academics expressed that they do not agree with this idea.

CONCLUSION

In recent years, overtourism has gained an important place in tourism literature. Different topics have been addressed in the field of overtourism. In this study, it was aimed to find out the opinions of people about overtourism and the study conducted on 54 people from different layers of the society. The major findings explained that the term "overtourism" is well known by all of the 54 participants and there was no significant dicrepancies between the definitions about overtourism. This may be considered as an expected result, because of the high level of awareness of the respondents to tourism related issues. In the definitions of overtourism, the terms "carrying capacity" and "decrease in quality of life" stand out and were more emphasized than other concepts. Another interesting result was obtained on the insights about positive and negative consequences of overtourism. Although great majority consider that overtourism is a significant problem for destinations as expected, however there are some participants who consider that overtourism may not be a problem, instead it has a potential to create more revenues to destination economy, government and local communities.

Findings also show that the occurrence of overtourism ensures that the tourists may not come to the region once again and this causes to fall in repeat visits and destination loyalty. Likewise, the cost living of local people due to the rising prices and increasing environmental problems are shown as the major negative consequences caused by overtourism. The factors that cause overtourism are explained as "unplanned developments", the effects of "popular culture" and "seasonality" characteristic of tourism. Especially "popular culture" seems to be most effective factor causing overtourism.

The participants consider that local people and tourists have noteworthy complaints about overtourism. On the other hand, it has been determined that tourism enterprises (tourism businesses) and governments were found to be the most prominent beneficiaries of overtourism. In their opinions, the most effective solutions to decrease the negative outcomes of overtourism are

breaking the seasonality or de-seasonality of tourism and spreading tourism spatially to other destinations and temporally to other seasons.

As another interesting finding, the concept of overtourism has been known or heard by the participants for only the past 5 years, and even some participants explained that this concept was learned first time through this study. This result clearly states that overtourism is a new concept and less people know something about it for the past decade. Therefore, this study area is obviously open to new approaches and researches.

The participants stated that overtourism can be used with the concepts of "sustainability" and "carrying capacity". In this study, social media, unconscious tourists and tourism businesses were found to be the main offenders for overtourism. The majority of the participants unbelieve that there will be no short-term solution for overtourism due to the population increase in the world and the rising need for vacation. Few participants stated that the overtourism problem will be solved by only regular planning.

As a final consequence, participants pessimistic about the future of overtourism due to the fast growing economies with large populations like China, Brasil and India that will trigger overtourism more than ever.

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STUDYING TOURISTS' LOYALTY PERCEPTIONS: INTERNATIONAL TOURISTS VISITING PETRA, JORDAN

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Abstract

Tourism, being the worlds' largest and the most diverse industry contributing to global economic force, relays on visitation numbers. In other words, not only initially convincing tourists to visit a destination but also building loyalty to assure continuous flow. Thus, it is not surprising that tourist loyalty behavior, which itself is a very complex field, is a well-research from various points of view. Keeping these in mind, the present research focuses on understanding the international tourists' loyalty to Petra, Jordan. Petra, Jordan is chosen as the focus of this research due to its rich history and ease accessibility to international tourists. Understanding the factors creating a pool of loyal tourists not only can help the Jordanian tourism industry but also similar destinations may utilize the findings of this research as guidelines to create and maintain tourist loyalty. The present study used a comprehensive questionnaire based on an extensive literature review. The research tested an eight-dimensional model having destination culture, social destination resources, perceived value, destination awareness, destination quality, destination image, and perceived risk as independent variables and destination loyalty as the dependent variable. The research team utilized the purposive sampling technique to reach the international tourist visiting the most popular destination in Jordan, Petra. Out of 900 printed and distributed questionnaires, 708 (78.7 percent response rate) found to be complete and used in the analyses. Findings indicate that, except perceived risks, all other variables were found to have statistically significant positive influences on destination loyalty. Destination image, consistent with existing literature, found to be the most important factor in generating destination loyalty among international tourists in Jordan. Findings also direct to managerial implications and recommendations for future research and limitations of the research.

Keywords: destination culture, social destination resources, perceived value, destination awareness, destination quality, destination image, and perceived risk, destination loyalty, Petra, Jordan.

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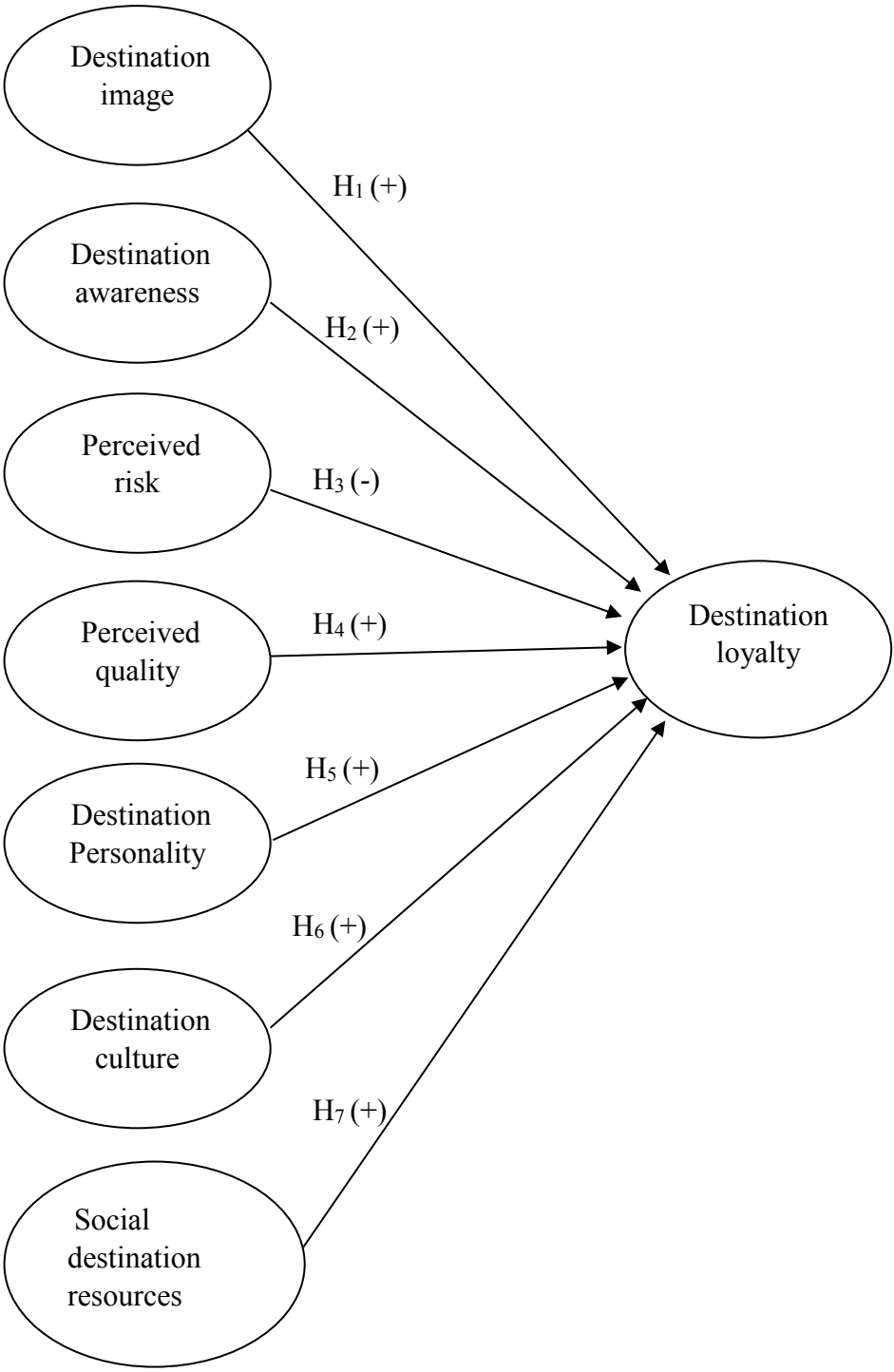
Figure 1: Proposed Theoretical Model and Hypothesized Relationships



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HOW IS THE NEW PRODUCT DEVELOPMENT PROCESS PERFORMED IN A FAST-CASUAL RESTAURANT?

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Abstract

The research aims to examine the process of developing new products in a fast-casual restaurant. Best of our knowledge this is the first research that reviewed the process of new product development in a fast-casual restaurant with empirical findings. In this context, a restaurant operating in Antalya has been identified as a research area, and the research has been conducted with the qualitative case study method. The data were collected in two different ways as participant observation and document review and were analyzed with content analysis. The new product development process takes place in seven stages as idea development, pre-screening, trial and error, prototype development, scale-up, scanning, finishing and application. The aspects of the process that are similar or different with different types of restaurants (fine dining, quick service restaurants) are discussed with prior research findings and suggestions are presented for future research.

Key Words: Product Development, Restaurant, Case Study, Antalya

INTRODUCTION

Social developments such as industrialization, urbanization and globalization have led to the growth and development of the food and beverage services industry as in all areas (Breadsworth & Keil, 2011). The increase in the number of enterprises led to an intensely competitive environment. While restaurants meet the eating and drinking needs of people; They had to achieve targets such as providing a competitive advantage, gaining more shares from the market, and maintaining their sustainability (Kandampully & Suhartanto, 2000; Cao & Kim, 2015). These issues have attracted the interest of the academy as well as everyday life.

In the literature, academic studies on food and beverage businesses can be examined in two categories: business and consumer perspective. While the studies conducted from the business perspective are mostly managerial (administrative) studies focusing on menu performance (Kivela, 2003; Glanz et al., 2007; Bernstein, Ottenfeld & Witte, 2008; Seyitoglu, 2017; Filimonau & Krivcova, 2017); studies from the consumer perspective focus on perceptual, attitudinal and behavioural issues such as consumer satisfaction, complaint, intention to visit again (Gupta, Mclaughlin & Gomez, 2007; Han & Ryu, 2009; Hyun, 2010; Ryu, Lee & Kim, 2012) in the context of restaurant features. In these researches,

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the effects of restaurant features (physical elements, social elements etc.) on consumer satisfaction, especially the food and beverage offered in the restaurants, are frequently emphasized. These studies from the perspective of business and consumers generally deal with the effective use of the products offered in the restaurants and the measurement of the possible reactions of the consumers to the products offered.

In both perspectives, the main product is the food and beverage served in restaurants. In this context, in order for the restaurants to have a competitive advantage, they need to offer different products than other businesses. Barney (1991) describes these products as rare, inimitable, unsubstituted, valuable products. The studies to have these kinds of products are also called as new product development efforts. These efforts should be seen as a leading phenomenon that should be at the top of the managerial work of restaurants. However, there are very few studies which are about new product development studies compared to menu performance and consumer studies. In this context, this study focused primarily on the process of developing new products in the literature; with a case study, it aimed to explain how the new product development process took place in a fast-casual restaurant (FCR).

LITERATURE

New Product Development in Food and Beverage Businesses

New product development studies are observed in all areas of the food and beverage services industry, especially food production factories. These studies, which are an essential part of marketing activities, are very risky for many businesses because of their failure rate is high (Rudolph, 1995). Therefore, to understand the new product development process and reduce these risk efforts is made.

In this context, Rudolph's (1995) study has addressed industrial food production and explained the new product development process in food factories in three stages. These stages are defined as the identification, development and placing on the market of the product. Another research that also deals with industrial food production aims to conceptualize the new product development process. Findings show that issues such as expertise(know-how), successful supply chain and avoidance of counterfeit products are prominent in developing new products (Stewart-Knox, Mitchell, Bunting & Parr, 2003).

These study findings have been criticized over time that restaurants do not fully meet their new product development needs (Harrington, 2004). Even though industrial food production and restaurants offer similar products, opinions regarding innovation practices may be different in their nature. In the literature, studies on the new product development process in restaurants have emerged.

New Product Development in Restaurants

Although there are few studies on the subject of developing new products for restaurants, we can examine these studies in two categories as conceptual studies and field research. The first of the theoretical studies state that the process

of developing new products in restaurants consists of four sections called formulating innovation, implementation, evaluation - control and presentation (Harrington, 2004). Another study synthesized the findings of various studies that addressed the new product development process. It emphasizes the need for a balanced work between promoting creativity and effective management of the innovation process in new product development (Harrington & Ottenbacher, 2013).

We can classify field studies focusing on the new product development process as model adapting, measuring relationship-effect and following the process. The first of the studies dealt within the scope of field research in adaptation studies. Adaptation studies mean that models used in different fields should be handled in developing new products in restaurants. Man, Lui & Lai (2010) were conducted by testing a model called Evidence-Based Management (EBM), which is generally applied in education and medicine, on a food and beverage business. Findings showed that the model in question could be used in developing new products. There are also studies in the literature measuring the effect of various variables on new product development. Cho, Bonn, Giunipero & Jaggi (2017) examine the impact of social capital on the new product development process in restaurant and supplier relations. Findings show that social capital is an active factor in the process of developing new products. The studies that follow the process, which is the last of the field researches, have been carried out with the assumption that the innovation activities will differ according to the restaurant types even if the restaurants offer similar products. The first of these studies (Ottenbacher & Harrington, 2007) was carried out on Michelin star restaurant chefs and emphasized that the new product development models are different from the traditional product development models previously presented in the literature. According to the findings of the research, the process of developing new products consists of 7 stages. The other study covered fast-food restaurants. In the study, which focuses on new product development similar to the first study, the product development process consists of 13 stages, and screening is carried out after each critical step (Ottenbacher & Harrington, 2009).

The findings of these studies emphasize that the new product development process is an issue to be highlighted. While these studies provide explanations regarding the process, they state that the process may differ according to the types of restaurants. As a matter of fact, although the study presented by Harrington (2004) claims that it has developed a model for all kinds of restaurants, subsequent studies (Ottenbacher &Harrington 2007; 2009) suggest that different new product development processes are carried out according to the types of restaurants. This research examines the process in fast-casual restaurants, unlike fine dining and quick-service restaurants (QSR), where the new product development process is discussed.

Research Area: Fast-Casual Pizza Restaurant

According to one of the most common classifications in the literature, restaurants are classified as fine dining, casual dining, fast-casual and fast-food restaurants by taking into account the products they offer and the way they are presented (Wilkinson, 2010). The concept of fast-casual is a combination of fast food

and casual dining. It refers to restaurants that combine the quick service offered by fast-food restaurants with fresh and healthy products, an appetizing presentation, a good story and a fun experience (Ryu, Han & Jang, 2010). Such restaurants emerged as an alternative to fast-food restaurants in the USA in the 1990s; they have had a significant share in the market (Tillotson, 2003; DiPietro & Bufquin, 2017: 3).

The studies dealing with the new product development process above are working on fine dining restaurants (Ottenbacher & Harrington, 2007) and fast-food restaurants (Ottenbacher & Harrington, 2009). This research has determined the fast-casual restaurant type as a research area. The fact that such a process has not been studied in such restaurants previously was decisive in the selection of the research area. The restaurant subject to the research is a pizza restaurant opened in Antalya in 2017. This business defines itself as a fast-casual pizza restaurant that aims to serve delicious and healthy pizzas with quality ingredients, unlike fast food pizzerias. The restaurant offers catering services in four categories: tray pizza, classic pizza, dessert and beverage. This research focused only on the new product development process (tray pizza) in one category.

METHOD

The study was carried out with a qualitative case study pattern to find answers to the research question. Case studies allow to explore a particular phenomenon, situation, department, group or community with a holistic understanding (Kumar, 2011: 127), and to seek answers to why and how (Yin, 2018). Accordingly, it will offer an opportunity to examine how the new product development process in a fast-casual restaurant type takes place (Güler et al., 2015: 301). It is seen that case study is a useful type of research in the studies carried out within the context of the case study in restaurants (Lashley, 2000; Chen, 2014) and also in studies focusing on menu development and analysis (Jones & Mifll, 2001) in restaurants.

Within the scope of the research, data were collected with participant observation and document review. In this context, observation notes (25 pages), menu card samples/essays (3) and photographs (80) taken between December 2016 and August 2017 were used. In this process, one of the researchers has been joined in all the development and improvement processes and take an active role in the production and implementation processes. Thereby researchers take an opportunity to collect data by closely monitoring and experiencing the product development process which is stated in the literature as that might be in a complex and different structure (DeWalt & DeWalt, 2010; Jorgensen, 2015).

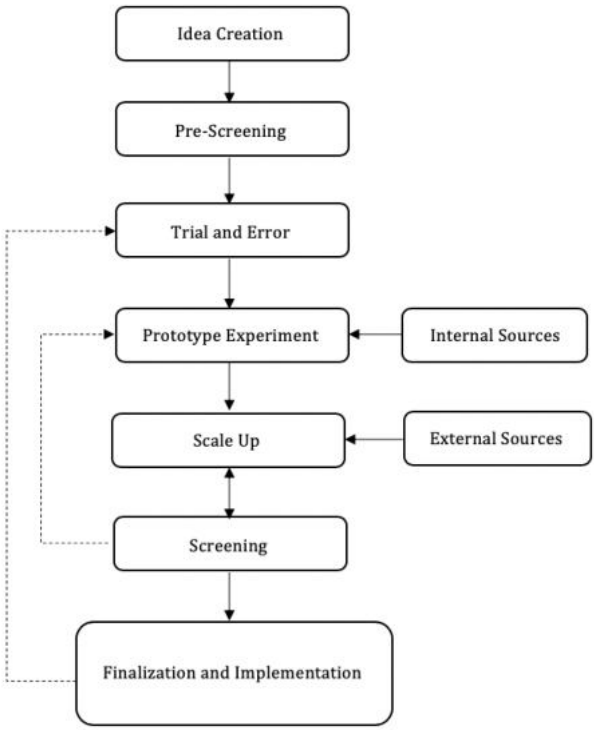
In qualitative researches, analysis can be done in two different ways: induction and deduction (Elo & Kyngas 2008). Because of this, research follows the findings of the models previously presented in the literature and data analyzed with using the deductive method and also simultaneously by pairwise comparison (Güler et al., 2015; Yin, 2018). The different product development processes in the literature and existing process in the QCR were compared.

As in any research conducted with a qualitative approach, should be paid attention to the trustworthiness of the research in case studies (Creswell, 2016). The data are enriched with participant observations and documents; Throughout the product development process, a researcher took part in every stage of this process, which lasted nine months in order to monitor all stages of the process. The data were individually coded by two researchers qualified in qualitative research, and then the researchers discussed and analyzed the process for a long time to reach a consensus on the findings.

RESULTS

As seen in Figure 1, the process of developing new products in a fast-casual restaurant is carried out in seven stages. The stages in the process were named as idea development, pre-screening, trial and error, prototype development, scale-up, screening and finalization and implementation. The preliminary researches that followed the process had an impact on the naming of the stages (Harrington, 2004; Ottenbacher & Harrington, 2007; Ottenbacher & Harrington, 2009; Harrington & Ottenbacher, 2013). The findings address all steps in detail.

Figure 1: New Product Development Process in the Fast-Casual Restaurant



Idea Development

There are three factors that are effective in developing ideas that form the basis of the product development process. The first of these is the professional knowledge and knowledge of the chef. Based on his previous experience, the chef sees pizza al taglio as a profitable and non-equivalent product. This pizza variety, which is different from the pizzas in the current market, thinks that it will gain

the appreciation of consumers. The basis of this idea is that the consumer observes that he/she prefers this product very much in Italy, the place of origin. During his training there, he learned all the technical and marketing tricks of the product by experiencing in the restaurant where only pizza al taglio was served. He was thought that this product would also be successful in Turkey. The idea development process has continued in order to decide how and in what way to present this product in Antalya, where the company operates. At this stage, although the product is not seen as a completely new product, it is entirely new in the market. In addition, the chef has aimed to create new types of tray pizza that have not been presented before by using local ingredients other than traditional Italian pizzas.

Pre-Screening

After the idea creation, the next step involving the two-dimensional screening process. They search first the equipment and then raw materials to produce pizza al taglio in Turkey. The features of the equipment such as the oven, tray, dough machine, have been taken into consideration in order to make the product in the same way as the original. Due to the supply difficulties of many pieces of equipment, specially produced ovens and trays for this pizza were brought from Italy. After that, to create pizza with local sources, raw material screening processes began. At this point, both the flour to be used for the dough and the toppings of the pizza have been determined. For example, over ten flour brands were examined for pizza dough and prepared at least a demo for each one. To deciding to which topping ingredients will use in pizza, the most preferred pizzas were researched. In order to do this, besides online researches on consumer preferences, information from suppliers and some of the most sold pizza variations of some competitors have been viewed.

Trial and Error

At this stage, trial and error studies were carried out in three phases as determination of dough, topping ingredients and cooking. Unlike industrial pizzas, the main criterion of pizza dough is that it is a dough prepared by natural fermentation without additives. This was difficult but more delicious. In this part, using different flours and different dough-making techniques, it is aimed to develop the ideal dough recipe. After that, the process of trials related to the determination and presentation of the topping ingredients started. Especially, pizza topping mixes consisting of three, four and more ingredients have been tried. It has been attempted to avoid the use of canned and ready-made products. At this point, it is envisioned that some toppings can be produced and used within the restaurant. Lamb roasting, a traditional taste of Turkish cuisine, has been tried. Ingredients such as smoked lamb ribs, fresh spicy potatoes and spinach that are not used on pizzas generally are examined. During this process, the toppings which decided to be used on the pizza were noted. This stage can be expressed as a stage of cooking pizza dough in the desired way and determining the ingredients that are thought to be compatible with each other.

Prototype Experiment

At this stage, the prototype development process of the pizza has been started with the dough and the topping ingredients that decided to be used. In this context, four different pizzas have been identified. The first of these is pizza consisting of tomato sauce, lamb roasting and mozzarella cheese. The second is roasted eggplant and pepper pizza. The third is a pizza made of roasted chicken and potatoes, fresh garlic and rosemary. The fourth and last pizza is sandwich pizza with seasonal greens, and smoked turkey. Considering the product supply, the required time for making products ready for service (mise en place) and a service speed of pizzas were tested, and service rehearsals were performed by employees. And for each of them, these processes developed and standardized. At the same time, pizzas were tasted and determined which of them will be included in the menu at the end of these processes. A final trial with the finished products and employee feedbacks was evaluated, and the stage where the final improvements were made was started. Spinach pizza and dried tomato, which was decided to be produced during the trial and error phase, were removed in the prototype phase. In the prototype development, products that were easily prepared in the restaurant, delicious components and easy to supply ingredients were preferred. Ideal cooking times for these four pizzas have been determined and standardized.

Scale-Up Process

This stage includes the production of finished products on a commercial scale. All four pizza types were produced in planned quantities before being presented at the restaurant, and guests were accepted for taste pizzas. These guests have different professional characteristics such as restaurant management, manager, supplier and chef. Dough, pizza tops, baking status etc. Everyone has evaluated the products from their own point of view. Different professions and perspectives offered diversity and made available to get various assessments. For instance, suppliers mentioned issues such as flavour, availability, and profitability. They provided alternative raw materials (i.e., mozzarella cheese, sausage) that may be considered to be of better quality or fit the product. Chefs made suggestions on cooking the product, the balance of taste or different combinations. On the other hand, managers and the other guests evaluated the product as a real consumer and give suggestions on portion size and price.

Screening

This section is where feedback from employees and guests is reviewed during the screening, prototype development and scale-up process. Suggestions that are thought to be appropriate and practicable for the restaurant by the chef and workers have been implemented. Some products have been improved, and recipes have been finalized. For example, a pizza made with roasted chicken legs was changed with smoked turkey. Spices and fresh herbs were used more in pizzas. For example, fresh thyme was added to the roasted beef pizza.

Finalization and Implementation

Finalization and implementation state that products take their final forms and they are getting ready to offer for sale at the restaurant. At this stage, all questions related to the portion size, mix of toppings, prices and supply of the products are answered.

The new product development process described in detail above takes place in seven different stages in fast-casual restaurants. In the first stage of the idea development process, the competencies of the chef/owner, the quality of the product and the market situation are determiner. The pre-screening stage answers raw materials and equipment related questions. In the third stage, trial and error studies regarding the preparation and cooking of the product are carried out. In the fourth stage, the prototype was developed. The prototype in question must be different from other products on the market, difficult to imitate, delicious and quickly produced for business purposes. The fifth stage is the stage where the product is produced in real quantities. The sixth stage refers to review feedbacks from employees and guests. The last step defines that the new product takes its final shape and is ready for sale. Although the model in question offers new product development in stages that are independent of each other, there are parts where each step overlaps with the next step. For example, prototype development intersects with trial and error studies. It also shows that the process can be repeated by returning to trial and error through feedback. At this point, the new product development process has changed over to the menu diversification phase. So much so that at the end of August 2017, nearly 60 tray pizza recipes were created under four categories, which were diversified by factors such as customer satisfaction, ease of supply, raw material cost and labour.

CONCLUSION AND DISCUSSION

As stated in the literature, it is seen that the product development process can be conducted with different stages depending on the type of restaurant. In this research, the product development process in a fast-casual restaurant is discussed. As noticed in figure 1, the process has some stages that overlapped with studies on new product development in the literature. An idea creation as a first step of the product development process in which the further stages follow has matched up with the beginning of the product development process in Michelin star restaurants (Ottenbacher & Harrington, 2007). However, there are some premises for developing ideas. As Rudolph (1995) expressed, using the opportunity in the market has an essential place in the formation and development of ideas. Chef's expertise about the product and his imagination based on his experiences are also critical (Stewart-Knox et al., 2003). Additionally, the formulation of innovation which is a first step of the product development process and also reflects the standardization process of the products (Harrington, 2004) is more detailed in FCR but not as detailed as a QSR. On the other hand, as mentioned by Ottenbacher and Harrington (2009) in the context of fast-food restaurants, screening isn't repeated every stage during the product development process. It is possible to explain this difference with the number and size of units in both restaurants. QSR has a multi-unit structure and offers large-scale services. Therefore, the costs of the decisions are also high in parallel with it. However, this is not the case in

examined FCR. Changing the taken decisions seems relatively less costly and can progress more quickly. In other words, it is readily apparent that the size of the operation affects the product development process.

The trial and error path is followed to choose and standardize the alternatives of the products. This process refers to the selection of alternatives that will improve the quality of the product rather than the evaluation of the product financially and the creation of the prototype. From this aspect, it is clear that the stage overlaps again with Michelin star restaurants (Ottenbacher & Harrington 2007). However, this stage was not enough in FCR, and another development process was followed with the internal and external sources' evaluations. At this point, guests with different professions were asked to try and evaluate the product, and a screening process was started again according to these evaluations. Thus, some faulty products have been removed, and some others have improved. All of these stages, besides both ease and sustainability of production, it was sought to protect the balance between consumer demands and production. Hence, instead of a separate assessment for consumer and target market as such in QSR (Ottenbacher & Harrington, 2009), both are progressed together. Moreover, as recommended in the literature, serving products in a limited market before setting it to the sale (Rudolph, 1995) and pilot test application (Ottenbacher & Harrington, 2009) was also carried out.

It can be thought that the product development process is completed with the release of the product, but considering the suggestions and requests from the consumers, this process isn't static and does not consist of precise steps. Within this situation, new product development can start from different stages such as prototype and trial and error over time.

As mentioned earlier, the product development process discussed in the literature in the context of restaurant types and from different perspectives. The findings also match up with the position of FCR in the restaurant classifications. New product development process varies according to different restaurant types. Accordingly, the product development process is not handled in clear and short steps as with table service restaurants. The processes in more detailed in order to ensure the standardization and sustainability of the products. In spite of that, it is understood that the process took place without going through very detailed and critical stages, like in quick-service restaurants. It is possible to state that factors such as the market structure, business size, and qualifications of employees are among the factors that affect the product development process.

Lastly, this study has some limitations. It should be taken into consideration that research was carried out in a single case and within the scope of a product that can be considered as a special. Therefore, an explanation of the product development process is also limited, but the findings may create opportunities for future research. For example, the process of developing new products are differed according to the type of restaurant, and this process also may be different in the same category restaurants. Therefore, in future studies, the process of product development with different restaurants (especially multi-unit FCR) in the same category can be compared.

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THE IMPACTS OF COVID-19 PANDEMIC ON THE YOUTH TOURISM MARKET

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INTRODUCTION

The Coronavirus pandemic has influenced deeply to tourism and travel industry based on human mobilities (Lew, Cheer, Haywood, Brouder & Salazar, 2020; Galvani, Lew & Perez, 2020). The United Nations World Tourism Organization (UNWTO) estimated the pandemic would cause international tourist arrivals to decline 60-80% compared to 2019 (UNWTO, 2020). In another featured report, WYSE (World Youth Student & Educational) Travel Confederation revealed the views of businesses on tourism mobility, in the first quarter of 2020 when the Covid-19 pandemic began. According to this accommodation, activities, attractions & tours, and transportation suppliers anticipate a drop in business volume over the course of 2020. However, in the experiential travel sectors of education, volunteer, and camp programs, some businesses do see the potential for positive effects. This relates to an anticipated shift in demand from international to domestic markets.

Youth tourism has considered being an experiential travel type. WYSE Travel Confederation defined youth tourism as "youth travel includes all independent trips for periods of less than one year by people aged 16-29 which are motivated, in part or in full, by a desire to experience other cultures, build life experience and/or benefit from formal and informal learning opportunities outside one's usual environment". Since there is no seasonal dependence, it will be possible to spread youth tourism demand to the rest of the year, and this market is expected to be relatively less affected by the pandemic. In this regard, the youth tourism market is expected to be less affected by the Covid-19 pandemic. Therefore, this study was focused on the impacts of the Covid-19 pandemic on the youth tourism market behaviour.

METHOD

For explaining the impacts of the COVID-19 pandemic on the youth tourism market, online-survey research was conducted in the Unirail Facebook Group which is a subgroup of Interrail Turkey. InterRail Turkey is a social media platform recognized throughout the country and brings together a lot of young travelers. On the platform, young people participating in activities such as backpack travel, train travel, volunteer tourism share their travel experiences. Group managers allowed the study to be carried out in the Unirail subgroup. Unirail, which has 43.2 thousand members (June 2020), consists of university students.

In the explanation of the pandemic impacts, the impact scale that was developed in China after the SARS pandemic by Wen Huimin and Kavanaugh (2005) was applied. Questions about socio-demographic details (gender, age, education status, occupation, marital status) are also included in the survey. The data of the

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study were collected between April 3 2020, and May 22 2020, when the pandemic protection measures are most intense. A total of 103 questionnaires were obtained using random sampling.

The outliers, missing data, and normality were analyzed and Explanatory factor analysis (EFA) was applied (KMO=0,88; Bartlett p=0,000). As a result, a two-factorial structure was obtained with 15 items. The explained variance is 0.59, which is considered as a good value. Also, the internal consistency of the scale is ensured with the Cronbach a value over 0.70 (Hair, Black, Babin & Anderson, 2010).

T-test and Pearson correlation tests were used to reveal the relationship between age and gender variables and the impacts of the pandemic on travel behavior. However, the number of observations in the group must be at least 30 for group comparing (Alpar, 2010). Some analyzes could not be performed because this condition could not be met. Tests for comparing other demographic variables could not be performed because this condition could not be met.

RESULTS

Table 1 shows descriptive information and the results of factor analysis. Accordingly, the impact of the pandemic is not high in the dimension of travel attitudes and preferences (mean=3.49). On the other hand, the mean of participants' statements about the impact of the pandemic on hygiene and safety is 4.35. In this context, it is understood that the participants are affected by the pandemic regarding hygiene and safety.

Table-1: Explanatory factor analysis

Factors and items	Explained variance	Eingevalu e	Mean	Standard deviation	Item-total correla-	Factor loads
Travel attitudes and preferences (α=0.872)	32.79	7.12	**3.49**			
I will greatly reduce my travel plans in the next 12 months			3.60	1.26	0.75	0.81
I will reduce the length of travel and tourism after the pandemic			3.09	1.12	0.69	0.78
Because of the pandemic, I believe traveling will be unsafe.			3.63	1.23	0.66	0.76
I will avoid travelling to crowded big cities after the pandemic.			3.61	1.18	0.70	0.76
I prefer suburbs or areas within short distance for leisure travel after the pandemic.			3.41	1.13	0.65	0.75
I prefer separated dining while travelling with a tour group.			3.35	1.12	0.64	0.69
In choosing tourist destinations, I will avoid the pandemic-affected areas.			3.71	1.13	0.74	0.64
I will reduce the possibility of joining tour groups after the pandemic.			4.09	1.05	0.55	0.60
I prefer travelling with family members and relatives after the pandemic.			2.96	1.27	0.31	0.32
Hygiene and safety (α=0.859)	27.18	1.86	**4.35**			
I care more about the hygiene and safety of the means of transportation after the pandemic.			4.55	0.57	0.53	.90
I care more about the hygiene and safety of the tourist sites after the pandemic.			4.34	0.68	0.55	.84
I care more about the hygiene and safety of the hospitality facilities after the pandemic.			4.38	0.66	0.55	.75
I care more about the health of the members in the tour group after the pandemic.			4.23	0.73	0.65	.74
I care more about the hygiene and safety of the public recreation sites after the pandemic.			4.33	0.79	0.68	.71
I care more about the hygiene and safety of the daily necessities while travelling after the pandemic.			4.32	0.66	0.61	.60
Toplam (α=0.910)	**59.98**					

*Measured on afive-point scale where 1= Not at all; 5=Always.

T-test applied to determine whether the pandemic impacts differ according to the gender variable. Both travel attitudes and preferences and hygiene and safety dimensions differ statistically significantly according to gender ($p < 0.05$). According to the results of the analysis, females were more affected by the pandemic than males. Also, to reveal the relationship between the impacts of the pandemic on the participants, the correlation analysis was applied. It was determined that age does not have a significant relationship with factor structures ($p > 0.05$).

CONCLUSION

The results of the study provide clues about customer behavior in youth tourism, after the COVID-19 pandemic. Accordingly, it was understood that the pandemic did not have a great impact on young tourists' travel attitudes and preferences. In this context, it is estimated that there will be no major change in the travel mobility of young people in the post-pandemic period. On the other hand, the pandemic impacts the participants in the hygiene and safety dimension. In this

regard, it is estimated that young tourists will be sensitive about hygiene and safety in their travels.

The findings of the study support the report of WYSE Travel Confederation (2020). After the pandemic measures and travel restrictions are over, young tourists will be willing to start traveling again, while paying attention to hygiene and safety. Youth tourism, which does not have a seasonal limitation, can be effective in creating tourism mobility by spreading throughout the year.

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THE EFFECTS OF DIGITAL MARKETING ON SMALL TRAVEL AGENCIES: CASE OF SMALL TRAVEL AGENCIES IN BELEK / SERIK REGION

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Abstract

Dynamic structure of business life is effected by many external factors. Advancements in technology and its usage in economy, as well in business, has been making dramatic impacts on productivity of business. Hence, internet and internet based technology as digital technology influences businesses in tourism. Travel agencies in tourism industry are used to take a mediator role between consumer and producers; such as hotels etc. For this reason the aim of the structure of this study was designed to look for the answer of how digitalization has been affecting the role of agents. So this study aimed to determine the effect and the role of digital marketing in the operations of small travel agencies. This is a qualitative study and qualitative techniques were prepared and applied for data collection in the research. First of all the literature review about digitalization and tourism business were screened and context semi- structured, open ended questions developed regarding digital tourism issues. 10 interviews done by visiting agents in Serik and Belek region.. As a result of the research, it was determined that the digitalization effected their roles; they use social media, sms, web pages, and blogs effectively.

Keywords: Tourism marketing, distribution, travel agencies, digital distribution

INTRODUCTION

In tourism industry product and consumers are geographically dispersed and consumers always need to move to where tourism product and service produced. Since the test of the product is not available before use it creates to give a successful purchasing decision in prior to move where the destination will be visited and service offered for tourists use. This situation necessities the existence of a system that will facilitate the risk before purchasing. In tourism industry it is called a distribution system that includes travel agencies in a role of meditator that facilitates decision making before purchasing right service and moving to right destination. Stern and Ansary (1992) argue that marketing channels should be considered as an orchestrated network that creates value for the user or consumer through the generation of form, possession, time, and place utilities (Pearce, 2009). Contrary that since the dynamic structure of business as well tourism industry the technological advancements has created changes in distribution system by transforming, changing the role of travel agencies.

The nature of travel agent industry requires an intensive interaction and it is centered on the communication and processing of information. They take a

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meditating role between producers and consumers. Traditionally tourist consumers and travel agent interaction enables trust and social contact which is vital situation to many consumers before purchasing a holiday, particularly when they are planning leisure travel with an agent at a certain physical place. They presents the products of producers both from hotels in different level of scale, destination, and location and from the airlines or different tour packages. They are the source of information for tourist consumers although they do not get results although the staff in office suffer considerable effort on the basis of convincing potential tourist consumers. However that while the functions of travel agencies are still available the trend of functioning has shifted on different platforms rather than physical location and technological advancements has created changes in their communication forms since the consumer gain to direct reach products by using the tools/products that were created by the information technologies. Technological advancements and changing consumer preferences made dramatic changes on the roles of travel agencies. Effective marketing programs depend on an understanding of the structure and behavior of these distribution options as well as an appreciation of the behavior and potential impact of the customers using these channels (William & Dossa, 1998). Technological advancements force companies to adopt their resources according to date but as Pearce (2009) SMEs put very little time and resources into analysis and design.

LITERATURE

With the development of the internet all over the world and in all areas in addition the other digital factors' development in the last 20 years the concerns about the travel agencies will loose their importance has been override with the reveal of research conducted in 2017 shows that the Germans, who are among the most disturbing nations, mostly used travel agencies in obtaining information (Çetin, 2017). Traditionally client and travel agent interaction enables trust and social contact which is important to many consumers, particularly when they are planning leisure travel with a travel agent at a physical place. The agents in traditional form of business operating are the main source of information and reduces the risk of buying a fake product in prior to purchase for such a large amount of payment value think. As Lewis (1998) an agent presents trust and social contact to customers before buying a holiday. Last for a decade formal services which traditionally offered by travel agents have now started to be provided by the Internet and other information technologies (Shon, et al.2003). What does this challenge resulted in small travel agents' routine marketing efforts?

Digitalization has become a vital element of our day time in addition it to be adopted any form of businesses not only for travel agencies either small or large scale. On this account digitalization has become an important force that regulates and rearranges of both social and economic life of contemporary age and it changes human relations, consumer behavior, and marketing channels of businesses as emerged in social life and working life. According to the 2019 global digital report organized by We Are Social and Hootsuite; there available 5.155 billion people that have been using mobile phones in total approximately

7.734 billion people in the world and 4.479 billion of them are internet users. Active social media users are 3.725 billion in 2019 (www.wearesocial.com;Wright, 2020)). Internet is the leading area Digital marketing (Smith, 2011). With the development of Internet the first successful digital distribution channel applications were created by the organizations like Expedia, Travelocity that offers hotel products to the consumers more (Gazzoli et al., 2008). Many businesses in the tourism industry have their own internet to create virtual shopping opportunities, promote the hotel business and its events and products, and provide services or direct sales (Cetin, 2017). On this account the study focus on capturing the situation from the point of small travel agencies in Belek/Serik region. Limitation of this study arise from not including largely operating travel agencies, accommodation and other producers in entire industry.

METHOD

The study focuses on determine the effects and role of digitalization in tourism distribution, tourism industry. In this mean, qualitative data collection techniques were applied to analyze the impacts of digitalization 'and role of digitalization in business operations, in depth and to reveal them from a holistic perspective. Travel agencies in tourism industry are used to take a mediator role between consumer and producers; such as hotels etc. For this reason the aim of the structure of this study was designed to look for the answer of how digitalization has been affecting the role of agents. So this study aimed to determine the effect and the role of digital marketing in the operation process of small travel agencies. This is a qualitative study and qualitative techniques were prepared and applied for data collection in the research. Qualitative research uses three types of data collection methods; observation, interview and examination of written materials (Karataş, 2015). First of all the literature review about digitalization and tourism business were screened and context semi- structured, open ended questions developed regarding digital tourism issues. 10 interviews done by visiting agents in Serik and Belek region. For this purpose, two main research questions were developed and the answer is sought. Those questions are as below:

- How digitalization influenced your business?
- How significant usage of digital in tourism marketing?
- Why and how efficient digital marketing tools are used in small agents in marketing?

In the research those semi-structured interview questions were sought to be answered and applied for data collection. For this purpose a list of questions that will helps to collect data from study interviews were developed as below:

Q1: In what trend digital developments effected your works?

Q2: What are the popular digital marketing tools used in your routine works?

Q3: What are the motives to adopt digital marketing tools to your business?

Q4: What are the challenges you encountered in the marketplace?

Q5: How do you evaluate the efficiency of your company at the result of the use of digital marketing tools?

The aim of qualitative research is to explore the characteristics of business operators' values, meanings, beliefs, thoughts, feelings and experiences (Halcomb & Andrew, 2005) thus it aimed to fill in the gap which is not available to fulfil via quantitative approach. Cronbach (1982) stated that the qualitative evaluation is important and emphasize the significance of observations and interviews to determine the success of the research (Yüksel, 2010). Data collected from 5 small businesses operating Serik / Belek region. The semi-conducted questions were asked the business representatives face to face contact through the visit them in their physical locations. The interview registered both in written and audio form at the interview moment and used for reporting the findings. After reading the written materials, and listened the audios a few times with the observation and discussions in physical location the final report related to collected was prepared as explained in finding section.

FINDINGS

The findings regarding the demographic characteristics of the participants are given in Table 1. It is seen that the participants consist of five and their ages vary between 25-42 their education levels are mostly bachelor. 3 of participants are male and 1is female. Most of them are doing their own job at the manager position. They have been doing this business for 3-20 years.

Table 1: Demographic Features of the Participants

Participants	Gender	Age	Education	Travel Agency	Interview Duration
P1	Male	35	College	Agent Manager/Owner	00:40 min
P2	Male	25	Bachelor	Staff/Owner	00:45 min
P3	Male	30	Bachelor	Manger/Owner	00;20 min
P4	Female	42	Bachelor	Staff	00:30 min

Findings obtained as a result of the interviews with the participants were categorized and examined in the context of the purpose and questions of the research. With the data evaluated, the opinions of the participants regarding the trends of digitalization effect were found as below

Findings on the trend effect of digital developments in small travel agents.

It was determined that all participants feel that using the all or even some of digital based technology is mandatory since the consumers search everything on internet and digital devices.

Findings regarding the digital marketing tools

When the digital tools about contemporary marketing efforts asked it was found that small travel agents have been using social media as Facebook, Instagram, Twitter, and web site, feedback blogs, e mail, google searching engines. It was determined that social media, google and SMS services mainly used for the purpose of advertising and reaching more number of digital media users.

P1 stated that "*Facebook and Instagram is my the most effective source of customer. P1 also stated that he never used YouTube for advertising".*

P2 stated that "blogs are very important for me to get feedback".

Findings on the motives to adopt digital marketing tools

The changes in life forced companies to adopt themselves to the conditions occurred as a reason. It was determined that the agents adopt themselves since the technology gives and enables an option to compete and development and surviving.

Findings on the challenges small businesses encountered in the marketplace

It was determined that the lack of sufficient technical resources forces most the small agents. The lack of large amount or insufficient level of capital found as the other most important factor for adopting and using digital tools effectively. Additionally it was determined that they could not find staff who are well educated and actively using the tools properly.

Findings on the evaluate of efficiency of digital marketing

The agencies see the digital area as a platform which they will be more efficient in advertising. It was found that using digital tools give them a chance for increase their revenues, reducing costs and option for growth. Finally they see digital area as a door which opening them to global world.

CONCLUSION

Internet and social media applications, mobile phones and many other digital devices are used in product research and use of consumers. In addition to that the satisfaction or dissatisfaction of the users using the products of the tourism service providers an in environment in which they share their experiences about the product as a result and where others can easily reach these opinions and thoughts make digital marketing tools as a crucial area. For this reason, internet use is an imperative as well as the management of internet and social media are effective tools used by travel agencies. Because an instant and very fast communication channel has been created by means of digital media tools. Combined with the mouth-to-mouth communication protocol that existed in the past, it has become more effective on consumers and businesses. It was understood that small-scale travel agencies were also affected by this and found themselves obliged to use digital marketing tools. Facebook, Instagram, e mail, web sites, blogs and you tube are the leading marketing tools of small travel agencies.

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STRATEGIC PLANNING FOR HEALTH TOURISM AFTER COVID 19: THE CASE OF TURKEY

Covid 19 Sonrasi Sağlik Turizminde Stratejik Planlama: Türkiye Örneği

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Abstract

In the pandemic process that affects the whole world, the importance of the plans made by the countries in the field of health is better understood. Incase unexpected situations, all the countries of the World could have the opportunity to test the effectiveness of their strategic plans in the process.In this extraordinary circumstances, Turkey has managed to successfully process of Covid19 pandemic and also has found chance to help to the other countriesin the World. This situation can be seen as proof of Turkey's successful strategic planning in healt services sector. In this study, Turkey's strategic plans within the health care sector activities carried out between the years 2002-2018 were discussed and also Turkey's strategic planning during Covid19 pandemic process and bilateral agreements in line with Turkey's health tourism destination was discussed. As a result, Turkey had bilateral agreements with 32 countries on the date of May 20, 2020 in the field of health tourism. Information on these agreements and data for this article come from a combination of published reports and articles available in print or on the internet and data from published reports, the Ministry of Health of Turkey and the Turkish Statistical Institute, Statistical Yearbook of the Ministry of Health of Turkey.In this context, study was carried out with document analysis and using online resource scanning method. Bilateral agreements with countries reveals Turkey's health tourism strategy and strategic plans in the health tourism..

Key Words: Strategic planning, Healt Tourism, COVID 19.

INTRODUCTION

The English term "strategy" is derived from the Greek word "strategos". Strategy means "general of the army" and its usage goes back (at least) to the battle of Marathon (490 BC) (Blackerby, 2014). In modern times we can define strategy as "a plan of action designed to achieve a long-term or overall aim" (Oxford University Press, 2014) or "a careful plan or method for achieving a particular goal usually over a long period of time" (Merriam-Webster, 2014).This study bonds two definitions above and clarifies strategic planning as the process for defining goals, objectives, strategies and tactics and making resource to reach these objectives. This definition states a series of activities that draws up an integral part of strategic planning.

METHOD

The information and data for this article come from a combination of sources: published reports and articles available in print or on the internet and data from published reports, the Ministry of Health of Turkey and the Turkish Statistical

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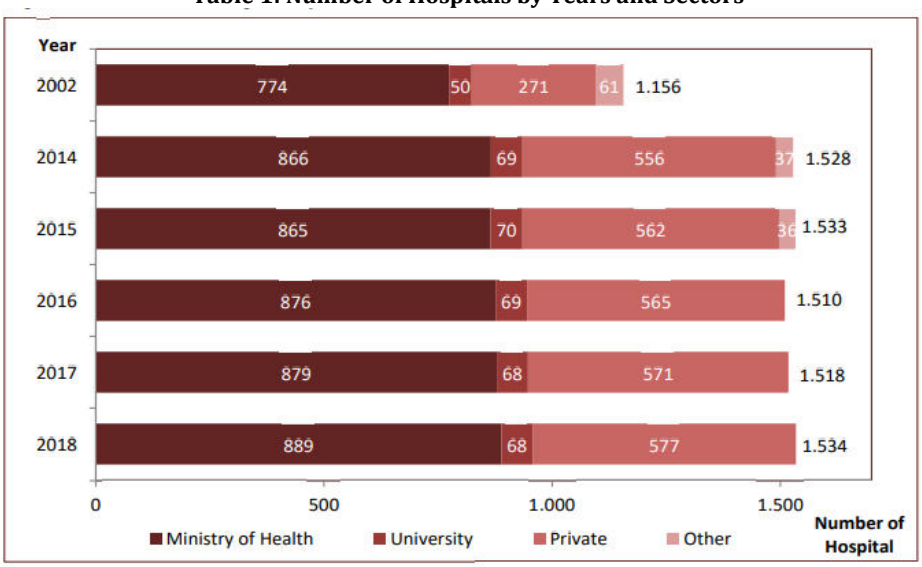
Institute, Statistical Yearbook of the Ministry of Health of Turkey (2018) and other national reports. This study was carried out with document analysis and using online resource scanning method.

RESULTS AND DISCUSSION

Turkey has always long term plannig for healtcare services as all the countries in the world do. Strategic planning for all sector is an important point but rather more important in abstract services. The COVID19 pandemic process has proven how important strategic planning is for every country in the World. WHO announced COVID-19 outbreak as a pandemic on 11 March 2020. With this important announcement world countries started to investigate how they can deal with the sudden situation.From the firs day of COVID-19 outbreak, Turkey has made a successful management process in this this extraordinary case.Turkey is not only better manage the pandemic period, but also Turkey has taken strategic steps in the health tourism which is an important area that stands out in the world market. In this study, the plans on healt care started as of 2002 are evaluated and this study however emphasizes Turkey's strategic planning on the health tourism market during COVID 19 pandemic process. As we went back of Turkey old dates, the health system was in bad condition when the new Minister of Health, Professor Recep Akdağ, took office on 18 November 2002. Altough the health system was bureaucratic, inefficient, ineffective and inequitable in 2002, after this year Turkey's succesfull strategic planning could manage to afford great success in healt care sytems and from that year the health system showed significant improvements. Table 1 shows that health system performance had increased dramatically between 2002 and 2018 (Akdağ, 2012). The reason for these developments are the strong economic growth experienced in Turkey since 2002 and the political stability that gives chances to Ministry of Health to implement its reforms.

Table 1: Number of Hospitals by Years and Sectors



Source: General Directorate of Health Services

Turkey has also been successful in managing the Covid 19 pandemic with the ongoing process stability. In addition to the strategic planning of this process, Turkey also made plans in the field of Health Tourism. Within this framework, bilateral agreements were made with many countries within the scope of health tourism. In order to reveal the success of Turkey's strategic planning in the health system in the pandemic process, the strategies and rules of the healt tourism of bilateral agreements which Turkey made with the world countries have been revealed by Turkey.

Countries and Procedures for Bilateral Cooperation Agreements in the Field of Health

Turkey, from the 20th of May within the scope of health tourism will had been opened the doors to future patients from 31 countries. Patients will had been come Turkey with the measures taken within the scope of the fight against Covid-19. Incoming patients will had been comply with the rules such as travel, transfer and isolation to the country within the scope of combating Covid-19. The information and documents requested from the patients for pre-approval will be published by International Health Services Inc. As of 20 May 2020, within the scope of international health tourism, patients from Iraq, Libya, Azerbaijan, Georgia, Turkmenistan, Uzbekistan, Kazakhstan, Greece, Ukraine, Russia, Djibouti, Algeria, Kosovo, Macedonia, Albania, Bosnia and Herzegovina, Romania, Serbia, Bulgaria, Moldova, Somalia, Kuwait, Qatar, Bahrain, Oman, Germany, England, Netherlands, Pakistan, Kyrgyzstan, Turkish Republic of Northern Cyprus will be accepted by Turkey. Patients will be taken in organ transplant and bone marrow transplant areas, Orthopedics and traumatology, general surgery, pediatric surgery, urology, ophthalmology, cardiology, cardiovascular surgery, surgical oncology, gynecological oncology surgery, medical oncology, radiation oncology, neurosurgery, hematology, intensive care and reproductive therapy applications.

CONCLUSION

Strategic planning for health in Turkey has been successful for a number of reasons. We can mention two sets of reasons; the first has to do with the characteristics of the strategic plans and the way in which they were prepared, and the second with the way in which they were operationalized.Strategic planning has been not only successful, but also that the capacity to plan has been evolving over time. So, bilateral cooperation agreements in order to increase the effectiveness of the strategic planning in healt tourism, would be beneficial to create a closer link between the strategic planning process and healt tourism sector goals.Turkey has succeeded in targeting right steps its health system and achieved impressive gains also in healt tourism sector.

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A KEY TO VARIOUS OPPORTUNITIES FOR THE DEVELOPMENT IN CULTURE, ECONOMY AND INTEGRATION IN ASIA MINOR: A SUCCESSFUL ARCHAEOTOURISM PLANNING

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Abstract
Archaeotourism, a relatively new sub-branch, has played significant roles in the recently growing interest in heritage tourism. Critical heritage areas in different parts of the world have become great economic contributors to their host countries, generating job opportunity for many. However, the same thing is not valid for Asia Minor although it is unique as a huge area to host continual traces of ancient cultures from the Palaeolithic Age. A proper archaeotourism planning and environment management can be the key to cultural, economic and integrational development of the region, contributing to the overall wellbeing of the country.
Key Words: Asia Minor, Archaeotourism, Archaeological Tourism, Culture/Heritage Tourism, Archaeotourism Planning.

INTRODUCTION

The southwest part of Asia, a region of geographic significance from Asia to Europe is called Asia Minor in Latin, Anatolia in English and Anadolu in Turkish. As well as to present-day modern Turkish Republic, it has been a continual home to many successive ancient civilizations (Harmankaya & Tanındı, 1996; Sagona, 2015) who were the ancestors of modern humanity today. Stretching from the Paleolithic Era onwards, Asia Minor witnessed the firsts of humanity from the domestication of the very first animals and plants to the first houses or temples for the first time in the past of mankind (Erdoğan, 2020). Therefore there is much to see and feel in this part of the world regarding past cultures and what they produced. Archaeology has been one of the most successful branches of science in Asia Minor to develop fruitful works, so there are a lot of archaeological areas to visit and learn about antique cultures of almost every phases of the development of mankind. Thus, archaeotourism ventures in Asia Minor can serve a better chance for not only the curious tourists but also local and regional communities as well. Such developments can account for economical, socio-cultural and integrational aspects through a proper archaeotourism planning and management.

'Archaeotourism' (AT) standing for archaeological tourism is of primary goal to create visiting and experiencing ancient sites and historical places, whose motivating forces encompass the passion for and the interest in the past and its cultures having inhabited in a particular area (Srivastava, (2015). The term, the combination of two discrete words; archaeology and tourism, is directly related

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to tourism destinations that are based on archaeological heritage sites, monuments, and historic areas (Jusoh, Sauman & Ramli, 2017). AT may encompasses visitation to museums, places of historical significance, archaeological parks, and even attendance at traditional dances, festivals, and other events (Srivastava, 2015) as part of one's tourist activities (Griffith & Griffith, 2012). For the tourists in such areas, there is need to interpret the dominant culture as well as the understanding 'that racism, ethnocentrism, religious-ism, linguistic-ism, age-ism, able-ism, classism, sex-ism, and heterosexual-ism are all part of our past' (Shackel, 2005). Therefore, AT as a significant component of heritage tourism is defined as tourist visits or touristic activities at celebrated areas including excavation sites (Pacifico & Vogel, 2012;Ramsey & Everitt, 2008; Ross, Saxena, Correia & Deutz, 2017; Willems & Dunning, 2015), where archaeotourists are also inspired by unique experiences created by these areas and their environments(Srivastava, 2015). Here it is seen that an archaeological site is a central piece in AT (Ross et all, 2017).

AT, classified under the wider terms cultural tourism and heritage tourism(Ashworth & Tunbridge, 2000; Hughes 2002; Richards 2001) has gradually been a totally new sub-discipline scientifically studied thoroughly differing from other forms of tourism industry (Avrami 2016; Darlow, Essex & Brayshay, 2012; Gullino, Beccaro, Larcher, 2015; Landorf 2019; Poulios 2014).

Tourism based on global cultural heritage has been the fast growing sector of the industry (Fabricius 2003; Poria et al., 2003; Prentice 2001), and the attractions that archaeological properties have provided has been one of the dominant actors in this (Erdoğan, 2020; Jusoh et al., 2017); however, it has also been the most badly affected from covid-19 pandemic. Except for the pause during the covid-19 period, AT has in recent decades become a major theme as a source of revenue for both public and private owners (Cleere, 2012) as a key element and a major factor in attracting overseas visitors (Goodall, 1997) for many countries.

In contrast to renewable cultural goods like music, art, dance and crafts-commodities to be traded in the cultural heritage tourism industry, archaeological heritage, composing of critically fragile and non-renewable assets, is part of the national estate (Glazewski 2000) and conserved in the national interest (Wurz & Van der Merwe 2005). Apart from national states' managing capabilities, many NGOs like the ICOMOS International Cultural Tourism Charter and the Value of Cultural Heritage for Society have also tried to design these critically important cultural heritage areas in the form of planning, managing and marketing (Özdoğan, 2006; Thierstein, 2019; Thomas, 2019).
By this way, sustainable development and utilization of sensitive archaeological resources gain internationalism in their nature of balancing the needs of the tourism industry and archaeological resource management (McKercher & Du Cross 2002).

If planned and managed properly, archaeotourism in Asia Minor is of huge potential to create cultural interactions between western and eastern cultures with an understanding of common heritage of humanity. Such creative initiatives in archaeotourism industry is likely to have a profound effect on the attitudes of peoples in both cultures towards each other, which will result in contributions

to peace and economic recovery from hardships stemming from covid-19 pandemic.

ARCHAEOTOURISM AND THE CULTURAL DEVELOPMENT IN ASIA MINOR

AT has been quite a new phenomenon with inspirations only recently seen from a number of academic works (Douglas 2012; Jusoh et al., 2017; Ross et al., 2017; Srivastava, 2015; Walker and Carr 2013; Wurz & Van der Merwe 2005). Archaeological wealth is the primary source of attraction in this sort of tourism form. Certain parts of the world own critical archaeological assets belonging to human common heritage. One of such areas has been Asia Minor.

Asia Minor is located at a significant junction of Asia and Europe where the western part of Anatolia (Fig. 1). Therefore, 18000 years of continual human occupation and the archaeological traces left behind by these ancient cultures shed light into the understanding of cultural developments not only in this part of the world but in Eurasia as well. Those ancient cultures in these lands left behind so many archaeological assets without parallels anywhere that the dicipline of archaeology began to be debated on wider concepts. With little information about the Palaeolithic Asia Minor (40,000- 20,000), less arbitrary starting points of Epipaleolithic and Mesolithic (20,000 - 6000) like Öküzini, Karain and Beldibi in the region (Düring, 2011), clear-cut settlements in the region range from 9000 BC (Özdoğan 1996; Thissen 2000) through Neolithic, Chalcolithic (Özbal, 2012; Mellink, 1975), Bronze Age, Iron Age, Hellenistic and Roman periods, through Byzantine, Ottoman and today modern-day Turkey. The culture development in Asia Minor from prehistoric era constitutes a cultural coherent unity distinguishing from the cultural entities of neighboring areas (Düring, 2011).

Figure 1. Asia Minor and Some of Its Ancient Cultures

Source: Price (1984)

Today, traces of these ancient cultures that are common heritage of humanity can be physically seen and visited in place in many parts of the region. AT, therefore, is critically important for this part of the world. It is based on the description

of heritage attractions for cultural interactions through the time travelling to experience the past cultures. At the same time, AT in Asia Minor provides understanding of contemporary ways of life (Thierstein, 2019) in this critically important part of the world. Archaeology focuses on understanding past cultures through their products surviving to the present. As a consequence, AT based facilities both from the provider or consumer sides need to be culture oriented. By means of AT, boundaries and prejudices are dismantled and people become almost totally prone to connecting with their common heritage background while people interact between cultures through the ages. In this way, destination image and personality for AT areas become positively established like positive beliefs, ideas, impressions and originality, excitement and friendliness (Chen & Phou, 2013).

AT planning comprises of Public Archaeology which necessitates the local and provincial societies to take part in AT. It also requires integration of cultures through education, gastronomy, folklore, art, music and religion. For example, local people in Asia Minor need to learn English to connect with people from different parts of the world, and thus they become aware of the priorities of foreign cultures and the same things will be valid for the tourist interacting with those indiginous local people. The rising education level of both the local people and the tourists (Cameron 1994), increased desire for experiences of cultures motivating tourists to increase their 'cultural capital' (Prentice 2001) and being away from consumerism (Ouzman 2001)are some of agents to develop cultural integrity in AT planning. Such cultural contacts are likely to produce clemency between the peoples of different cultures. A sustainable planning and management of AT areas integrated into such a functioning system (Comer, 2019:6) draws attention to encourage the discovery of local lifestyles and popularize archaeology.

ARCHAEOTOURISM AND ECONOMIC DEVELOPMENT IN ASIA MINOR

AT is not a new phenomenon, but what is a newer phenomenon, though, is the intensity with which it is being used for economic development around the world (Giraudo & Porter, 2010). Excluding the covid-19 period, more people have been visiting archaeological sites stemming from the recent enthusiasm in cultural heritage. This global booming interest is welcome and has many benefits such as economic gains for the communities associated with the sites (Mazzola, 2015). The economic impact of archaeology in some parts of the world has been significant. Heritage tourism in UK in 2002, for example, contributed £202.3 billion to GDP and this generated 386,000 job opportunities. It was estimated that by 2025 AT to the top 500 sites would be worth $100 billion (Burtenshaw, 2019).

Economic benefits driven by AT depend on several factors like; the plan with a proper feasibility check, government tourism policy, the geography and management of the site and general state of the host country. Today, the widely accepted opinion that tourism can contribute the economic welfare of the nation or region holds true in many respects especially after seeing that over the last two decades, world cultural heritage tourism industry has received the highest share among all forms of global tourism (Giraudo & Porter, 2010; Herrera, 2013; Oehmichen-Bazán, 2018). Economic valuation of AT with heritage landscapes has begun for

many countries, local communities benefitting economically. All parties associated with popular archaeological sites in these countries sense that, given the public's interest, there is money to be made (Comer, 2012). However, this is not the case for Turkey in the current situation in spite of its great potential. The assets in Asia Minor are the treasures that are too valuable to be left only to archaeologists. Asia Minor is full of such unique assets just as an open archaeological museum with a very rich geography in terms of archaeological heritage. These assets are of great importance for the enthusiasts and the host countries. As a consequence, promoting the archaeological heritage of Asia Minor through AT planning will bring economic goodness to these properties (Erdoğan, 2020) as well as to the local people in the vicinity.

For the economic effect of these properties on the country's overall economic situation, there is need for more comprehensible organizations covering many specialists from different majors including archaeologists. A tourism product is created in archaeological works such as surface surveys and scientific or rescue excavations. Even so, the archaeological works are carried far from proper archaeotourism planning. Archaeologists know little about the dynamics of tourism and tourism professionals are unfamiliar with the delicacy of archeological heritage assets. In this regard, it is imperative that co-creation perspectives of active participation of tourists (Minkiewicz, Evans & Bridson, 2014), providers and archaeologists (Moscardo, 1996) in the process of interpretation and making sense of the past be a part of a multidisciplinary team to devise an archaeotourism planning that can meet all the needs of all the actors involved (Erdoğan, 2020). If properly managed, AT together with the government grants will ensure the needed fund for the maintenance, surveillance and sustainability of such fragile and unique heritage components. These assets of common history of humanity are worth being looked after better. This will be succeeded more easily by more protective diligent and hospitable local people if AT activities in their vicinity provide them with better economic living standards. In this way looting will be controlled better and eventually come to an end, which will in turn augment the economic value of archaeological heritage areas.

Otherwise, there seems almost no economic value from AT to contribute to the overall economic situation of the country other than the economic burden.

ARCHAEOTOURISM AND DEVELOPMENT IN INTEGRATION OF CULTURES

Apart from its economic benefit, AT can be used to realize social aims like integration of different cultures on common cultural heritage virtues, making archaeological entities more accessible to the general public (Comer, 2019). Social integration of Asia Minor with other cultures through AT can be sustained more easily since it has common heritage backgrounds of humanity. For this reason, almost any tourist coming from any part of the globe may find something as a part of her/his own past, so AT raises awareness of shared cultural heritage and encourages people to visit archaeological sites and historical places (Srivastava, 2015).

Social and technological developments have made tourism both easier to purchase and simpler to access. Tourism has thus turned into a form of integrational

development of modern man for the new cultures and civilizations (Mazzola, 2015) as an intellectual personality and an alternative of fruitful recreational activity of a pleasant time that is not available in their daily environment. The more tourists prefer AT destinations in a broader interest group, the more people from different cultures begin to understand each other (Malcolm-Davies, 2004). Such interactions should not be downplayed as some of the archaeologists do (Smith, 2006) since the role of local communities and visitors can be critical in shaping and conserving AT areas for the sustainability. Different cultures produce different attitudes towards what should be done to survive AT areas as sustainable tourism destinations. Multinational culture projects focusing on Asia Minor to maintain better dialogues between different cultures will serve this aim.

METHOD

In this archaeotourism research, in addition to the researcher's observation, participant and specialist observations and experiences have been utilized. Structured and casual conversations with locals have been preferred as a method of collecting information. Through literature surveys, academic and scientific research reports, papers, books and other printed documentations have been evaluated for the evaluation and analysis of the subject.

RESULTS AND DISCUSSION

Archeology has traditionally been attractive with its subject and research toward areas of inquiry to culture history and culture change through time and over space. Consequently, it would be logical to presuppose the archeological investigation of tourism as an entirely valid subject to pursue (Hunt, 2009). Not all archaeological assets are attractive to the mass tourists; however, common heritage elements that are studied under the principles of proper AT planning and management turn out to have more potential to attract more of mass tourists. When managed well at a local level too, AT can represent a boon to the community and may even revitalize ethnic pride (Scott & Miller 2012).

Stretching from the Paleolithic Era onwards, Asia Minor witnessed the firsts of humanity from the domestication of the very first animals such as dogs for hunting and warding and plants such as grains and cereals for the first time in the past of humanity. Avoiding creation of tourist traps and utilizing rich archaeological heritage in a harmless way, AT activities in Asia Minor can be facilitated through an active cooperation between archaeologists and tourism professionals. Only this way may the creation of Asia Minor be maintained as a tourism product. After all, "Few people are interested in archaeology the same way archaeologists are interested in it" (Holtorf, 2007: 20). For the last a few decades, AT professionals like archaeologists, historians, geographers, conservators, and geomorphologists have realized that it is high time to integrate into the public more directly than can be done by writing technical reports (Comer, 2012).

It is conclusively clear that Asia Minor has been one of the rarest places on the earth with its wealth of archeological possessions from ancient cultures of hu-

manity. This has made it an important place that can play a crucial role as a perfect model in the form of archaeological tourism (AT). With this much potential, the region can attract tourists from out of its continental self.

CONSLUSION

Globally, the most historically and scientifically important, aesthetically spectacular, and thoroughly diverse with the representations of all the ancient cultures, Asia Minor is unique with its capability of being a model for archaeological heritage tourism. Appropriate planning and management covering conservation of natural and cultural entities with enriched alternatives like camping, rock climbing, picnicking, hiking, and other recreational activities such as those from agritourism and ecotourism will serve best choice alternatives to the rest of the world. Area Managers in Asia Minor are to device and implement master plans focusing on the resettlement of traditional communities, traditional knowledge and skills, cultural lifestyles and organized publicity for diverse, sustainable and responsible income generating opportunities. The key is the emphasis on promoting a holistic engagement and a holistic presentation of an archaeological area, fostering social integration to different cultures of the world. When AT setting in Turkey achieves to combine the passion for the past with a sense of adventure, recreation and discovery through proper planning, aggressive promotion, and marketing activities at an early stage, gains for the visitors, the locals and for the country as well will commence. That's why, this paper is intended to start an enquiry into a relatively new sub-branch of tourism; archaeotourism and its great potential in Asia Minor as an operant source with economic, cultural and integrational opportunities for the development in the region.

All in all, archaeology potentially has a lot to offer to heritage tourism in the form of archaeotourism in Asia Minor through bridging the gap between the past and the present.

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ENVIRONMENTALLY FRIENDLY ALTERNATIVE TOURISM TYPES AGAINST MASS TOURISM IN MINIMIZING THE DAMAGE TO THE NATURE

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Abstract

With the increase in the usual tourism activities in the world, the damage that people have done to the nature is increasing. Mass tourism destinations are exposed to irreversible damages day by day. In the high demand destinations, local people are also affected negatively besides the environment. Holiday opportunities such as a package tour (being available at a certain time) are easier for people. However, the sustainability of these tourism activities is controversial. The concept of *sustainable tourism* has gained importance with the environmental worsening because of mass tourism. That is why today people are looking for alternative types of *environmentally friendly* tourism. These *alternative tourism types* are providing tourists with quality experiences from the holiday. In this study, it is investigated how the environment can be damaged less than the mass tourism does with some *alternative tourism types*. These types of tourism that are thought to be less harmful to the environment than major tourism activities are: (1) eco-tourism, (2) slow tourism, (3) adventure tourism, (4) gastronomic/gastro-tourism, (5) plateau (*tableland*) tourism, (6) photography/photo-tourism, (7) agricultural/agro-tourism, (8) cultural tourism, and (9) responsible tourism.

Key Words: Environmentally Friendly Tourism, Alternative Tourism Types, Sustainable Tourism, Mass Tourism, Tourism Activities, and Tourist.

INTRODUCTION

Excessive demands on a destination by large crowd such as mass tourism have negative consequences for the environment. Therefore, the natural capitals of these destinations are damaged irreversibly. That is why people turn into *environmentally friendly alternative tourism* (EFAT) types. Instead of large mass tourism, more individual tourism options provide less damage to the environment.

Environmental problems have been one of the factors threatening humanity with the development of technology. One of the sectors that harms the environment the most is tourism. Over the past few decades, people have turned into more *environmentally friendly* consumption with awareness. However, it is easier for people to choose package tours such as mass tourism. Ready-made holiday plans prepaid for tourists and all-inclusive hotels are cheaper and prevent loss of time. In this content, the relation of *sustainable tourism* to the ecological environment

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is emphasized. Some sustainable alternative types against mass tourism are mentioned. Destinations protect their environmental resources, gain social benefits and provide economic development. (Akbaş, 2020).

In this study, some EFAT types were reviewed regarding how the damage caused by mass tourism to the nature can be minimized. A positive aspect of EFAT types allows tourists to spare more time for themselves. They also get more out of the holiday with such tourism activities. At the same time, it is a good opportunity for these types of tourism to give more importance to the environmental problems of countries day by day. However, *alternative tourism types* are more expensive and more time consuming than the conventional tourism types. This is a negative aspect of such tourism option, and the number of people who choose this type of tourism is less than the other types of tourism. This may cause less interest in and less economic income from these types of tourism.

The rest of the paper is organized as follows. In the next section, the literature review done is presented. Then, the details of the methodology regarding this study are given. After that, the observed results are provided, and the final thoughts are presented in the last section.

RELATED WORK

With the mass tourism movements increasing day by day, the damage to the environment in these destinations has also increased. Therefore, the concept of sustainability has been frequently raised in the tourism sector in recent years. The aim of *sustainable tourism* is to achieve ecological balance. However, the *sustainable tourism* is not only about the ecological environment. This concept should be studied/considered with its three basic elements as a component of the ecological, economic and sociocultural environment. With the *sustainable tourism*, the interest in other EFAT types against mass tourism is increasing that are suitable for almost every type of tourist.

Eco-tourism is the first type of tourism as an alternative to mass tourism or other big tourism types that damage the environment. It can be referred to as a type of tourism in an area using the environment without damaging. Its aim is to increase the life level of the local people to restrict all activities that have an impact on the environment and to create sustainable and livable tourism opportunities (İsa Yeva and Kasalak, 2016). Therefore, increasing environmental problems due to tourism can be prevented by utilizing eco-tourism. If it is implemented correctly, natural areas maintain the relationship between the local population and tourism and create a balance (Ross and Wall, 1999). Eco-tourism is the first type of tourism that comes to mind for the protection of both the environment and the people living in that environment.

One of the EFAT types is slow tourism. It is an *alternative tourism type* that adopts its slow philosophy and aims the sustainability (Yılmaz and Çokal., 2019). Slow tourism reacts to the fast and limited travel habits. It is the type of tourism that people choose to make their own programs instead of adhering to the restricted tours. The most distinctive feature of this alternative type of tourism is that people behave like local people wherever they go. Tourists eat local food, and have fun like local people. People who choose this type of tourism use

environmentally friendly vehicles such as bicycles instead of high-carbon vehicles such as motor vehicles in their destination or prefer to walk. They choose small facilities or homestays instead of large tourism facilities.

Another EFAT type is adventure tourism. It includes many sub-tourism types, and is a type of tourism that is done outdoors and requires physical activity. There are high-risk tourism activities such as mountain climbing, air sports and water sports. Adventure tourism which is an active and dynamic form of tourism has the potential to establish an interactive and educational communication with tourists (Garda, 2011). The ability to do this type of tourism depends on the environment in which they are located. Therefore, instead of destroying the environment, there are tourism activities that require compliance with that environment. In this type of tourism, tourists coming to a region do not only have to stay at the accommodation. It interacts with the environment and people.

Another EFAT type is gastro-tourism. This type of tourism is that tourists going to a destination taste the famous food of that region and get new experiences. In this type of tourism, the culture of the region and its surroundings are used. Gastro-tourism is a type of tourism that helps the development of the local destination, ensures the protection of local attractions, is *environmentally friendly* and contributes to the sustainability (Yılmaz, 2017). It is an alternative type of tourism that can be applied to protect the structure of a region.

Another EFAT type is plateau (*tableland*) tourism. It is a type of alternative tourism aimed at transferring the traditional way of life to tourists coming in a suitable environment. Since the plateaus have sensitive ecosystems, the fragility of the environment leads to irreversible destructions (Gökçe et al., 2015). In order to benefit from the highlands in a sustainable way, the environment must be carefully protected, and plateau tourism policy should be followed.

Another EFAT type is photography/photo-tourism. Tourists and recreationists, who participate in eco-tourism activities, do not only visit natural areas but also take pictures (Kement, 2019). Especially with the development of social media in recent years, people can go to certain destinations, take photos and share them with their followers. Among the destinations that show great interest in photo-tourism, there are generally natural beauties. Besides, photography is a hobby preferred by many people. Those who are engaged in this hobby organize trips to capture beautiful poses. In order for photo-tourism to be sustainable, it is necessary to care about the environment.

Another EFAT type is agricultural tourism (*agro-tourism*). People want to get away from the crowded city life and spend time with the land and animals, and benefit from their holidays. This type of tourism provides benefits to families engaged in agriculture in these destinations, enabling the transfer of the environment to the future generations and encouraging people to agriculture (Çanga et al., 2018). Agricultural tourism using traditional agricultural methods ensures that the natural resources of that destination are long-lasting. It contributes to both the environment and the people living in that region.

Another EFAT type is cultural tourism. The understanding of tourism in the world has started to change, integration with nature, seeing the traces of the past

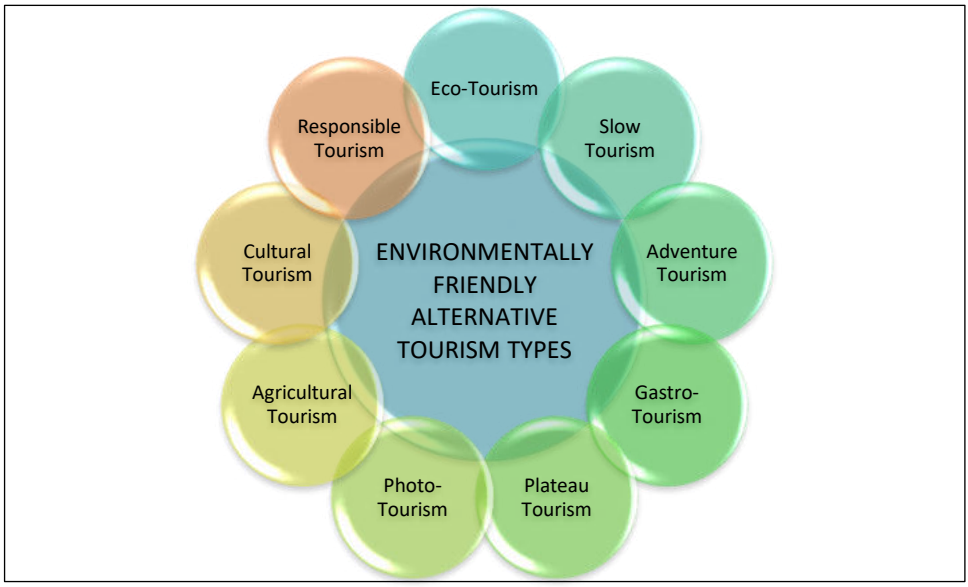
culture in place, cultural contacts, lifestyle, belief systems, handicraft shopping environments, entertainment forms have attracted attention (Emekli, 2006). Tourists who participate in cultural tourism want to see the culture and the environment of that region. In an area visited by tourists, more attention is paid to the environment (Baykan and Uygur, 2007). They want to visit the structure of that region as it is.

Another EFAT type is responsible tourism. It is a type of tourism that is financially self-sufficient and aims to protect the environment while trying to alleviate poverty (Günlü, 2015). Moreover, it is a type of tourism that is carried out briefly, without harming the environment, nature, people and the culture of that region.

METHOD

The aforementioned EFAT types are given in Figure 1.

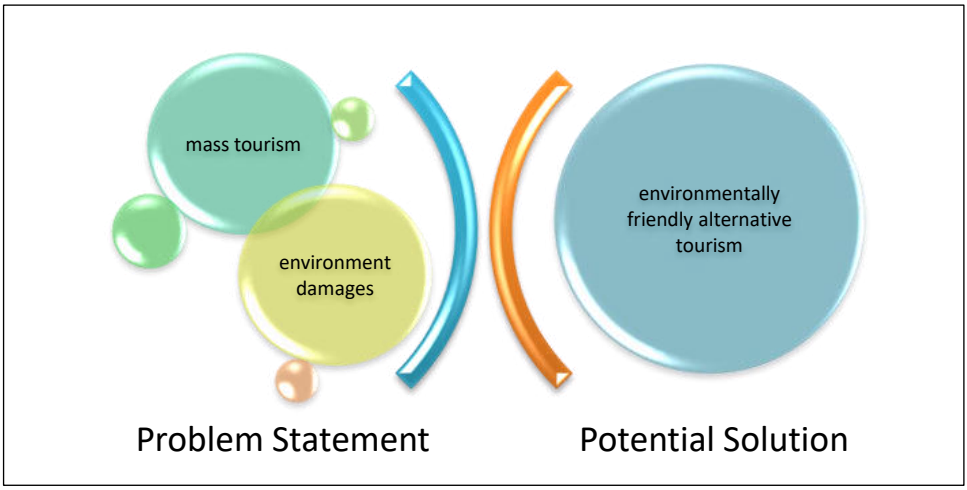
Figure 1: Environmentally Friendly Alternative Tourism Types.



In the tourism sector, both operators and tourists are required to move towards more EFAT. Awareness of this issue needs to be increased. As a result of the increasing demand for mass tourism, nature suffers irreversible damage. However, this harm can be minimized by utilizing different EFAT types.

Every tourism movement in the world harms the nature, and it is important to minimize this damage by utilizing EFAT types. Moreover, EFAT types have many advantages with very few disadvantages as given in Figure 2.

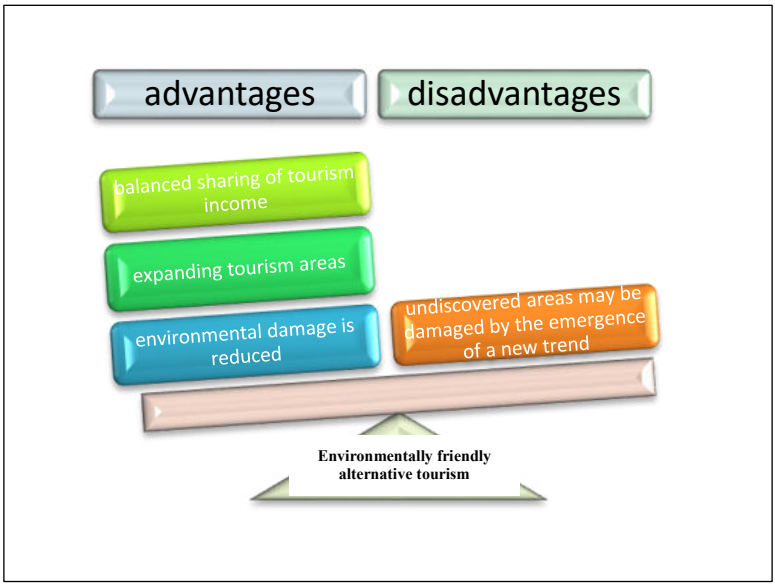
Figure 2: The Problem Statement and A Potential Solution.



RESULTS AND DISCUSSION

The destruction in the nature has increased with mass tourism. Therefore, people should have their tourism activities turned into the one that will cause the least damage to the nature. EFAT types may be more troublesome than mass tourism. However, these are tourism types that need to be chosen for nature. Along with these *alternative tourism types*, interest in destinations that are in high demand today will decrease. On the other hand, the areas of tourism will expand. Therefore, countries with low tourism income can increase these revenues by turning into these types of alternative tourism as given in Figure 3.

Figure 3: Environmentally Friendly Alternative Tourism.



Any human activity harms the nature and some measures need to be taken to minimize this. Tourism is one of the biggest sectors that harms the nature. Tourists and tourism professionals should focus on these aforementioned types of tourism rather than mass tourism. Sustainability will continue in the tourism sector with these alternative types. In order to leave the next generations as good as possible, the usual tourism activities need to change. Therefore, common tourism types need to be replaced by EFAT types as mentioned in this study. As can be seen from the literature, there are studies on many *alternative tourism types* that appeal to different types of tourists. If these types of tourism are implemented correctly, environmental damage can be minimized.

CONCLUSION

In this study, the tourism types of (1) eco-tourism, (2) slow tourism, (3) adventure tourism, (4) gastronomic/gastro-tourism, (5) plateau (*tableland*) tourism, (6) photography/photo-tourism, (7) agricultural/agro-tourism, (8) cultural tourism, and (9) responsible tourism that can be *environmentally friendly* were discussed. While any human activity can create destruction in the nature, these types of tourism cause less environmental damage than the mass tourism does. Environmental awareness has decreased with technology. The tourism sector also benefits from this insensitivity. Moreover, people should be conscious about environmental pollution caused by the tourism sector and find and plan *alternative tourism types*.

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