

ONLINE ISSN 2566-2880

Year 4/Vol.4

# I T H M C

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JOURNAL OF  
TOURISM AND  
HOSPITALITY  
MANAGEMENT

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MANAGEMENT**

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Year 4/Vol.4

ONLINE ISSN 2566-2880

ISSN 2566-2872

Editor in chief: Prof.dr. Nusret Drešković

Publisher: Faculty of Science, University of Sarajevo

Printing: 100 copies

Printing company: AB copy

Authorized person: Almir Buljubašić, director

Sarajevo, 2018.

*Journal Of Tourism And Hospitality Management contains selected papers presented at the 4<sup>th</sup> INTERNATIONAL TOURISM AND HOSPITALITY MANAGEMENT CONGRESS that have been peer reviewed..*

*This publication was approved by the decision of the Dean of the Faculty of Science, University of Sarajevo, number 01/01-285/2-2016 from 03.02.2016..*

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# EMPLOYEE INVOLUNTARY TURNOVER COSTS IN TOURISM INDUSTRY: A LOOK FROM 5-STAR HOTELS IN ANTALYA REGION OF TURKEY

Akın Aksu<sup>1</sup>

**Abstract:** Turnover has special importance in the hospitality industry. The main importance of employee turnover comes from its negative economical effects on establishments. Employee turnover rates are high, in both the private sector and the governmental sector. It is not easy to find validated and updated information on this subject for Antalya. Neither cost components nor costs of personnel turnover have been investigated in detail. The calculations show that with increases in qualification and experience, the costs of turnover increase. For 2016, the turnover costs for a housekeeper are between 2,179 US\$ and 5,475 US\$, between 2,009 US\$ and 7,221 US\$ for a reservation chief, between 8,283 US\$ and 29,996 US\$ for a food & beverage manager, and between 11,555 US\$ and 24,391 US\$ for a front office manager. Hotels must be careful, especially regarding involuntary turnover, because this generally serves as a red flag to employees and potential applicants. Hotels with consistently high involuntary turnover rates could have serious problems recruiting new employees in the future.

**Keywords:** Employee involuntary turnover, tourism industry, 5-Star Hotels, Antalya

## 1. The Importance, Effects and Process of Employee Turnover

Employee turnover can be seen as one of the indicators of the touristic establishment's working conditions. Because of high employee–customer interaction, turnover has special importance in the hospitality industry. In literature it is possible to see a number of publications regarding turnover motives (Robinson, 2005, p. 349). There are two types of employee turnover: (1) voluntary and (2) involuntary. In voluntary turnover employees leave establishments based on free choice and in involuntary turnover establishments give the decision of separate.

Possible reasons for voluntary turnover are low salary, job dissatisfaction for the people with high expectancy levels, bad relations with superiors and colleagues, lack of job security, educational purposes for students, family purposes especially for females, better job opportunity purposes, experiencing new jobs and alternative job offers especially for skilled employee, etc. Voluntary turnover affects organizational

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effectiveness in reaching their goals. Therefore managers must be aware of the situation and must give support for minimizing the cost of unwanted separations (Price, 2001, p. 601). In involuntary turnover, the establishments remove employees (examples: poor performance, economic conditions, etc.).

According to the related literature employee turnover (voluntary or involuntary) can be seen as a physical separation and most of the studies investigated demographic aspects as important actors in turnover process (Mobley, 1982, p.111). Morrell and et al (2004) classified turnover studies in two groups; 1) Labour-market school and 2) Psychological school studies. Labour-market school studies are mainly concentrated on external variables (like job alternatives, performance) affecting turnover and assume that all employees are homogeneous. With different perspective, psychological school studies are focused on explaining of employees' behaviours (like job satisfaction, organizational commitment).

In practice, possible employee turnover process starts with recruitment of new employees. The first day at job is always important for the new employees. Possibly wrong candidate was accepted for the job and he / she will not be successful in the near future. In order to avoid these circumstances recruiting right employees according to job descriptions and expectations of establishments are important (The Educational Institute, 1984). For right recruitment decisions referrals of present employees can be also thought. Since present employees know the current working conditions and expectations of their managements, they can help to potential employees in translating the realities about the establishment. If managements confirm referrals of present employees, with this way there is a possibility of decreasing the number of wrong applications (Linnehan and Blau, 2003, p.256).

Regarding turnover, interview process alone plays an important role in right or wrong decisions for new employees. For the wrong decision cases the common aspects are;

- \*Defining the individual characteristics in a wrong way,
- \*Having time limitation for selecting the right employee,
- \*Not giving enough time and interest to recruitment process.

After recruiting the right employee for the job, in some cases possible turnover can be thought again cause of his/her bad impression for the establishment. The impression and feeling of new employees starting from first day to last day in the establishment will define stay or leave decision. Beside recruitment, "opportunity" is one of main determinant of turnover. Here "opportunity" means the availability of alternative jobs in surrounding. If the employee perceives alternative job is better

than his / her current job, then he / she can quit from the establishment (Price, 2001,p.601). Related with job, but from other perspective giving the first job to new employee is important and affect employee directly.Giving first job after a reasonable orientation period can be done.The first job must be easy to do and new employee must be ready for the first job.In order to reach this aim; on the job training, in-house training or orientation programmes can be suggested. Nowadays many organizations are trying to improve their current orientation programmes. A successful orientation programme must be updated, written and have standarts according to the rules of the establishments and status of new employees.Together with establishment presentations, a manuel (showing vision, mission and important values of establishment) must be given. During and just after orientation periods possibly bad impressions can be occur and affect stay or leave decision of employees.Carefully organized orientation programmes enable 2 positive developments in the organizations; 1)turnover rates of new employees decreases and 2)the number of stayers in the establishment increases. Figure 1, the study of Werther and Davis (1996), shows effects of short and long-term orientation programmes on tuover rates.

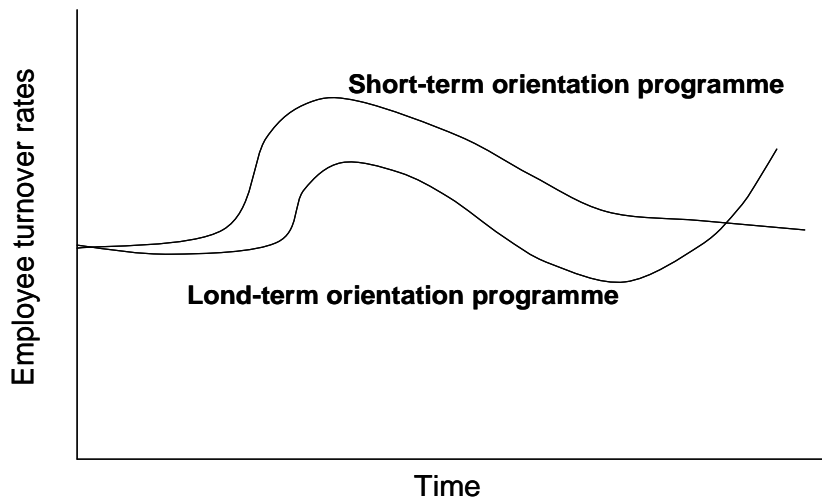


Figure 1: Effects of Short and Long Term Orientation Programmes on Turnover Rates

Source: Werther and Davis (1996)

Employee turnover can be seen as a final step of job / establishment dissatisfaction. If an employee has dissatisfaction he / she will have 3 possible steps;

- 1)He / she will go on obeying the rules and norms of the establishment,
- 2)He / she leaves the establishment,
- 3)He / she limits his / her performance (İncir, 1989,p.50).

Robbins (1993) found that individuals show their dissatisfaction in different ways, as shown in figure 2;

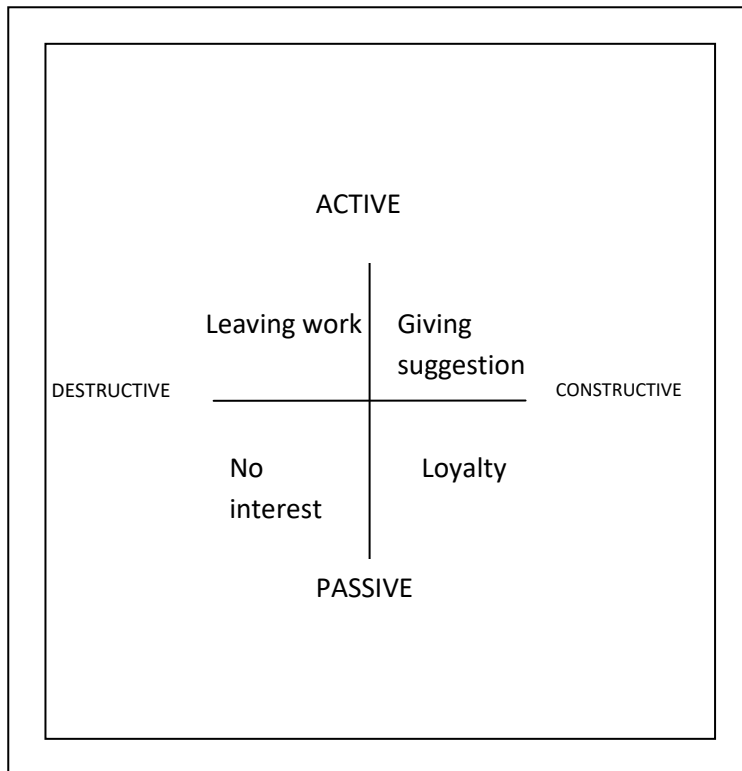


Figure 2: Different Ways of Showing Dissatisfaction  
Source: Robbins (1993)

**Leaving work:** Means leaving of work and establishment at the same time.

**Giving Suggestion:** Means suggestions coming from the employee in order to improve working conditions.

**Loyalty:** Means waiting of employee in a passive way for having an improvement in working conditions.

**No interest:** Watching the negative developments in the establishment in a passive way. In this situation there will be continuous absenteeism and work

accidents. Employee turnover in a way means, agreement of employees and employers. There must be idea of maintaining employment relation (Dalton and et al, 1982, p.118). Both sides must have the decision of stay in order to continue their partnerships.

In the hospitality industry employee turnover is generally high by comparison with other industries. According to Horton and Ghiselli (1999) there are 30 different individual factors affecting turnover (Walmsley, 2004, p. 276). Working hours, work stress, working conditions, seasonality problems, outsourcing, personal problems, existence of alternative works, poor performance, economical problems and many other factors may easily affect turnover. The main importance of employee turnover comes from its negative economical effects on establishments. Drummond (1990) reports that turnover costs can go up to \$2000–\$3000 for skilled employee such as line cooks and servers. Even for the minimum wages, the replacement cost of a new employee will be approximately \$3700 (Lim & Boger, 2005, p. 62). Especially high turnover increases employment costs. Here for employee costs, separation costs of terminated employees, replacement costs and training costs and productivity loss of new employees during new employee orientation period must be considered.

## **2. Calculation of Employee Turnover Costs**

There are three main components according to Cascio (1995, pp. 582, 583);

### **1. Separation costs**

### **2. Replacement costs**

### **3. Training costs**

The sum of these three cost components represents the total turnover costs.

#### **Separation costs:**

1. Exit interview

2. Administrative functions related to termination (example removal of the employee from the payroll, termination of benefits, etc.)

3. Separation pay

**Replacement costs:**

1. Communicating job availability
2. Preemployment administrative functions (accepting applications and checking references)
3. Entrance interview
4. Testing and/or other types of assessment procedures
5. Employee meetings
6. Travel and moving expenses (travel for all applicants and travel plus moving expenses for all new hires)
7. Postemployment acquisition and dissemination of information (all the activities associated with in-processing new employee)
8. Medical examinations

**Training costs (orientation):**

1. Formal training programme / on-the-job training
2. Productivity loss

**3. Employee Involuntary Turnover Costs in 5-Star Hotels in Antalya**

Employee turnover rates are high, in both the private sector and the governmental sector. It is not easy to find validated and updated information on this subject for Antalya. Neither cost components nor costs of personnel turnover have been investigated in detail. In order to calculate involuntary costs, some assumptions must be set. In this study different positions were selected just as examples: 1) a housekeeper with 2 years of experience, 2) a reservation chief with 1 year of experience, and 3) a food & beverage manager with 3 years of experience, 4) Front

Office Manager with 5 years' experience; 5) Accounting Clerk with 1 year of experience; 6) kitchen staff with 3 years' experience and 7) Technical Services Manager with 4 years' experience. These seven positions were selected as examples. Responses were received for these different positions from different hotels sampled. Of course the cost of personnel turnover for other positions in a hotel can also be calculated.

All calculations were based on the replies of the human resources managers. To determine real costs, the gross monthly wages of personnel were divided by 30 to find the daily figures. Then the daily amounts were divided by 450(7.5 hours X 60 minutes) to find the wages perminute. For the hotels sampled, the average work day was assumed to be 7.5 hours (although in the hospitality industry many employees work more than 7.5 hours per day). First, all calculations were made in Turkish lira and then converted to US dollars to be consistent with the literature and to make comparisons easier for international readers. When converting the calculations, the currency rates of the Turkish Central Bank were used. In all calculations Cascio's costs of turnover components were used, but they were revised for Turkey's conditions and applications. For example, in Turkey there are two legal separation payments: 1) severance pay and 2) leave compensation. For severance pay personnel must have worked a minimum of 1 year, and there is a maximum amount to be paid in a year. This amount is set twice a year by the Turkish government, for example in the year 2000 it was \$841. For leave compensation, payment can be made in two ways: 1) paying terminated personnel according to his/her work experience, or 2) giving leave to terminated personnel according to his/her work experience. For work experience this leave is calculated

according to the government standards as follows: 14 days off for work experience of less than 6 months; 28 days off for work experience of 6 months to 1.5 years; 42 days off for work experience of 1.5 to 3 years; 56 days off for work experience of 3 years and more. All hotels sampled declared that they prefer to pay for terminated personnel. With this regard starting from 2000 till 2016, it was possible to calculate Employee Involuntary Turnover Costs in 5-Star Hotels in Antalya (Aksu et al., 2016, pp.168-179).

The calculations show that with increases in qualification and experience, the costs of turnover increase. For 2016, the turnover costs for a housekeeper are between 2,179 US\$ and 5,475 US\$, between 2,009 US\$ and 7,221 US\$ for a reservation chief, between 8,283 US\$ and 29,996 US\$ for a food & beverage manager, and between 11,555 US\$ and 24,391 US\$ for a front office manager. For 2000, 2010 and 2016, the cost of involuntary turnover for a housekeeper, the only common position in all three years, increased from a minimum of 721 US\$ in 2000

to a maximum of 5,475 US\$ in 2016. The turnover costs for the hotels in the sample varied due to their differing wage and human resource policies and procedures.

#### **4. Conclusions and Suggestions for Decreasing Employee Involuntary Turnover**

\*By years, there were no differences among the hotels in terms of looking for staff, wages, and importance of personnel. However, hotels must be careful, especially regarding involuntary turnover, because this generally serves as a red flag to employees and potential applicants. Hotels with consistently high involuntary turnover rates could have serious problems recruiting new employees in the future.

\*One of the realities of the hospitality industry is that it does not always offer attractive and continuous working conditions. In this context, hoteliers must know these situations and improve working conditions of their employees and give enough importance to career planning of employees in order to increase their service quality.

\*This research provides a focus on the “soft calculation” of involuntary turnover costs.

Normally it would be better to also determine the financial effects of decreases in morale and motivation of employees.

\*Hotels should have both internal and external positive images. High turnover rates will damage these positive images. It is well known that “word-of-mouth publicity” is widely used in the tourism sector worldwide. The positive image or negative image of a hotel can be the subject of customers (external) and personnel (internal). Hoteliers in Antalya don’t face problems in finding new employees, but in the future they may have problems because of their bad images among labors.

\*Maintaining competitive pay scales may increase performance of employees. This can benefit both the organization and the employees (i.e., by decreasing turnover and maintaining continuous work performance by qualified personnel, and by maintaining employee morale and motivation with adequate financial compensation).

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# COMMUNITY BASED TOURISM DESTINATION ATTACHMENT AND RE-VISIT INTENTION: EFFECT OF ANTHROPOGENIC AND HEDONIC VALUE

Teck-Weng Jee<sup>1</sup>  
Hui Bun Ting  
Mung Ling Voon

**Abstract:** This study attempts to determine tourists' re-visit intention towards community based tourism destinations in the context of a developing country. Tourists' anthropogenic value, hedonic value and destination attachment are investigated to determine what contributes to tourists' re-visit intention. In this study, a causal research design was adopted, and employed descriptive and Partial Least Squares-Structural Equation Modelling (PLS-SEM). This study surveyed 216 tourists from different community-based tourism destinations in Sarawak, Malaysia. Findings of this study provide partial supports towards the effect of anthropogenic value and hedonic value on tourists' re-visit intention towards community-based tourism destinations, mediated by destination attachment. The study suggests to practitioners that it is crucial to understand the impact of tourists' anthropogenic value and hedonic value, as well as destination attachment and re-visit intention, especially, in developing effective marketing strategies for better market segmentation and targeting. Thus, the outcome of this study will help to expand the current knowledge on similar areas of community based tourism destinations, and contributively effect of anthropogenic value, hedonic value and destination attachment on re-visit intention towards community-based tourism destination in a developing country context.

**Key words:** Anthropogenic value, hedonic value, destination attachment, re-visit intention, community based tourism destination

## INTRODUCTION

Globally, tourist arrival numbers continue to grow, and Southeast Asia have captured a large portion of the growth (Cochrane, 2007; Ly & Bauer, 2017; Winter, 2007), which is being recognized through the sector's significant contribution to GDP (UNWTO, 2014). In Malaysia, the tourism sector is expected to contribute USD24.2 billion to GDP by 2027. In fact Malaysia ranks tourism as one of its most important industry sectors, after manufacturing and agriculture (Bhuiyan, Siwar, Ismail, Islam, & Ehsan, 2011). The sector comprises a varied range of travel and tourism products and services, and one of these sub categories is community-based tourism (Chin & Lo, 2017).

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For developing countries, like Malaysia, extant tourism literature has identified re-visit intention as a contributing factor to tourism spending (Promsivapallop & Kannaovakun, 2017) and tourists' experience and satisfaction (Cole & Chancellor, 2009). Also, past studies have identified perceived value as an indicator of re-visit intention, and have examined the potential mediating and moderating effect of destination attachment on re-visit intention in the context of community-based tourism destinations (Ramkissoon, Uysal, & Brown, 2011). However, one challenge in Malaysia's tourism industry is that some destinations are not considered acceptable elements of the country's tourism brand. Therefore, this study assesses whether different perceived values (anthropogenic and hedonic value) towards community-based tourism destinations have an effect on re-visit intention, and whether there is a mediating role for destination attachment between destination images and re-visit intention. The rest of the paper discusses the relevant literature, the study methods, analysis and findings. Finally, the findings inform the study conclusion and implications.

## **LITERATURE REVIEW**

### **COMMUNITY-BASED TOURISM**

Community-based tourism (CBT) are related to local community involvement in sustainable tourism planning and development (Dodds, Ali, & Galaski, 2018). Such CBT is based on the active participation of the local community (López-Guzmán, Sánchez-Cañizares, & Pavón, 2011). Aside enhancing the relationship between the locals and the tourists, it also brings in the creation of community events which favor to this community-based tourism events and activities. The augmentation of the local community and the tourists through trading and job employment had aid in the growth of the economy, particularly in the tourism sector (Ibrahim & Shuib, 2016). CBT is based on the creation of tourist products characterized by community participation in their development (Russell, 2000). Therefore, CBT aims to create a sustainable tourism in a direct and indirect way through proper tourism planning and development and involvement of the locals (Salazar, 2012).

The implementation of CBT had been seen in some developing countries, often in the context development for the aboriginal people, provision of wildlife management and protection of environment (Zeppel, 2006). CBT usually includes cultural exchange between the local community and the tourist on their daily activities. Several studies concluded on the benefits of CBT, such as provision of

employment opportunities to the locals (Salazar, 2012), greater environmental awareness and provision of quality experiences (Lepp, 2007) as well as reduction on poverty at the destination community (Manyara & Jones, 2007). In this regards the study stressed for a more sustainable community-based tourism which could benefit the local community and improving the growth of nation's economy.

## PERCEIVED VALUES

To study consumer behavior, it is necessary to understand how consumers perceive value. Generally defined as consumers' overall judgment of the utility of a product or received service (Zeithaml, 1988), perceived value is clearly a subjective and potentially complex concept. Porter (1990) proposed that consumers perceived relative quality, service levels and complementary products or services as part of the value concept. In the tourism section, a heritage site study by Taylor and Shanka (2008) concluded that visitor perceived value was closely associated with the core heritage legacy of the historic property and the interpretation and explanation of the site's history. This inferred that tourism products have a primary or subsidiary element of enjoyment, which influences the perceived value of the customer. For a young visitor to the Balearics, enjoyment may be the primary consideration; but for a business traveller in Northern Europe, more utilitarian factors may be a priority with enjoyment lesser so. A wide body of literature on consumer value perceptions has acknowledged the hedonic, utilitarian dimensions of consumption (Holbrook, 1994, 2006). Several authors have applied these concepts to tourism. For example, Lim and Ang (2008) identified cross-cultural differences in perception of and response to utilitarian and hedonic promotions. These differences implied that the results from a relatively homogeneous audience, such as sampled for this research, may not easily translate across cultures. Furthermore, Ryu, Han, and Jang (2010) assessed the relationships of hedonic and utilitarian values and behavior. They considered the impact of instance repeat visits, recommendations and enjoyment ratings in the fast-casual restaurant industry, and concluded that hedonic and utilitarian values significantly influenced customer satisfaction and that satisfaction significantly influenced consumer behavior. Additionally, based on a study at an archaeological site, Martin-Ruiz, Castellanos-Verdugo, and Oviedo-Garcia (2010) noted that visitors' assessment of the archaeological site included service experience rather than service quality as a major contributor to value. Some major factors were identified as 'effort sacrifices', such as comfort during the visit (seating and rest areas), whereas 'access sacrifices' (time, parking and entering) were less important.

This study assesses the perceived value of visits to heritage attractions, measured on two dimensions. Enjoyment is the affective and hedonistic aim and value for money

the more objective consideration of service quality. Cost is measured by a construct consisting of social, emotional, functional and conditional responses. These dimensions are calibrated by the visitors, based on their understanding and knowledge of the historic and aesthetic corpus of the attraction. Inferred from this premise, positive evaluations of service that enhance the hedonistic ambition of a visitor will lead to recommendation and repeat visits. This is supported by Apostolakis and Jaffrey (2005) who proposed that heritage tourism is going through a transitional phase; from product-led development of heritage attractions that emphasize exhibits and education, to a more visitor-orientated development that emphasizes consumer preferences and quality of personal experience.

Few studies have illuminated the experiential quality of heritage tourism developments, reported Chen and Chen (2010). Other authors have identified the need to improve visitors' behavioral intentions in heritage contexts, suggesting that high quality, satisfying experiences underpin visitors perceptions of good value (Lee, Petrick, & Crompton, 2007). In their study, Chen and Chen (2010) summarized four models of the relationships between quality, satisfaction, value and behavioral intentions. The first model, based on service value literature, highlighted value had a singular and direct effect upon favorable outcomes. The second model proposed that satisfaction was the primary predictor of outcome measures. The third, inter-related model, suggested that service quality influences behavioral intentions only through the mediation of value and satisfaction. The fourth model assumed all three variables directly lead to favorable behavioral intentions.

It is proposed in this paper that a visitor to a heritage attraction will have a two-dimensional expectation of service experience, reflecting the findings from Fick and Brent Ritchie (1991) and Otto and Ritchie (1996). The first dimension is directly related to the hospitality received and the extent to which the property accommodates personal and social needs for welcome, warmth and the utilitarian needs for comfort and efficiency. These are the 'anthropogenic' dimensions of service that cannot create enjoyment but which impede the hedonic aims of the visitor if absent. Otto and Ritchie (1996) regarded these as objective measures. The second dimension is the experiential, hedonic dimension. It is underpinned by service-dominant logic, where service engages with a visitor's current understanding of the historic and aesthetic core of the heritage attraction, providing stimulation, fascination and pleasure, Otto and Ritchie identified these as subjective, holistic/gestalt evaluations that have the capacity to create value in the experience. For instance, a visitor to a heritage site arrives with her or her knowledge and understanding of the property, largely taken from derived understanding, which may include formal education, legends, literary sources, and film. The attraction needs to

meet these expectations through interactive on-site media or the site's staff (Chan & Baum, 2007) to ensure visitor enjoyment. Furthermore, the conservation aims of the attraction and its heritage authenticity are successful, from a visitors' perspective, if they do not clash with their 'understanding' of it.

Anthropogenic and hedonic dimensions are evolving concepts in heritage experiences (Calver & Page, 2013). However, their development has been predicated on the basis that visitors could only enjoy their experience if they were equipped with a formal knowledge of the humanities. While this requirement is now largely discounted, the role of visitor knowledge and understanding remains a topic of some contention.

## DESTINATION ATTACHMENT AND RE-VISIT INTENTION

Destination attachment is formed between people and buildings, environments, homes, objects, landscapes, neighborhoods, towns, and cities (Cresswell, 2015). In the domain of tourism, destination attachment is defined as "*the strength of the cognitive, emotional, functional and autobiographical bonds connecting the tourist with a destination*" (Yuksel, Yuksel, & Bilim, 2010). These components of destination attachment comprises destination dependency as functional attachment, destination identity which is also treated as tourist identity in relation to the destination development, affective bond refers as positive emotion, and automatic prominence that is positivity of thoughts and feelings for a destination (Veasna, Wu, & Huang, 2013).

On the other side, re-visit intention is the readiness of an individual to make a visit to the same destination in future in order to purchase a vacation package (Stylos, Bellou, Andronikidis, & Vassiliadis, 2017). The greater impression of a tourism destination and its associated attributes plays an important role to be formed an individual's intention to re-visit towards a particular destination (Song, Kim, & Yim, 2017). Moreover Zhang, Fu, Cai and Lu (2014) argued that repeat visitation is considered to the most destination marketing organizations as a cost-effective and desirable market segment. Thus, destination marketers should consider the antecedents of a destination that influence re-visit intention of tourists towards community-based tourism destinations for successful tourism development.

Previous studies proposed that destination attachment connects both the tourists' cognitive and affective engagement with tourism activities at a particular destination (Huang, Qu, & Cao, 2016). It is formed as a sign of affective attachment to those places through the process on which individuals form affective connections to these places (Yuksel et al., 2010), and affective connections comprised through positive,

or negative or mixed feelings of tourists about a destination (Veasna et al., 2013), which in turn create re-visit intention towards a particular tourism destination. Past studies in this line constantly argued that destination attachment influence visitors to be repeatedly visits the same destination.

## CONCEPTUAL FRAMEWORK

The conceptual framework of this study is built on extant of destination attachment and re-visits intention. This study proposes that perceived value (anthropogenic and hedonic) may or may not affect destination attachment and re-visit intention towards community-based tourism destinations. Destination attachment is also proposed as the mediating construct between perceived value (anthropogenic and hedonic) and re-visits intention towards community-based tourism destinations. The relational paths are illustrated in a conceptual framework for destination attachment and re-visit intention towards various local community tourism destinations in the context of Malaysia.

In particular, the framework contended that the proposed two antecedents (e.g. anthropogenic and hedonic value) of perceived value affect both destination attachment and re-visit intention. This proposition received support from the studies in similar areas (Huang et al., 2016). Perceived value is an influential antecedent of destination attachment (Iso-Ahola, 1982; Nghiê-m-Phú, 2018), and destination attachment has a significant influence on re-visit intention (Waheed & Hassan, 2016). However, as presented in Figure-1, it can be anticipated that perceived value (anthropogenic and hedonic) have direct impact on destination attachment and re-visit intention. Therefore, it is expected that the strong perceived value of a destination positively influences to the destination attachment.

The framework also revealed that destination attachment is suggested to mediate the relationship between perceived value (anthropogenic and hedonic) and re-visit intention (Suntikul & Jachna, 2016). The rationale behind such a relationship can be explained through the lenses of place attachment which is predicted by the activity involved and place characteristics (Hosany, Prayag, Van Der Veen, Huang, & Deesilatham, 2017). In particular, sense of belonging and being identified with a place contributes to attachment that could clearly promote re-visit intention (Wickham, 2000). The above discussions and arguments leads to the following hypotheses:

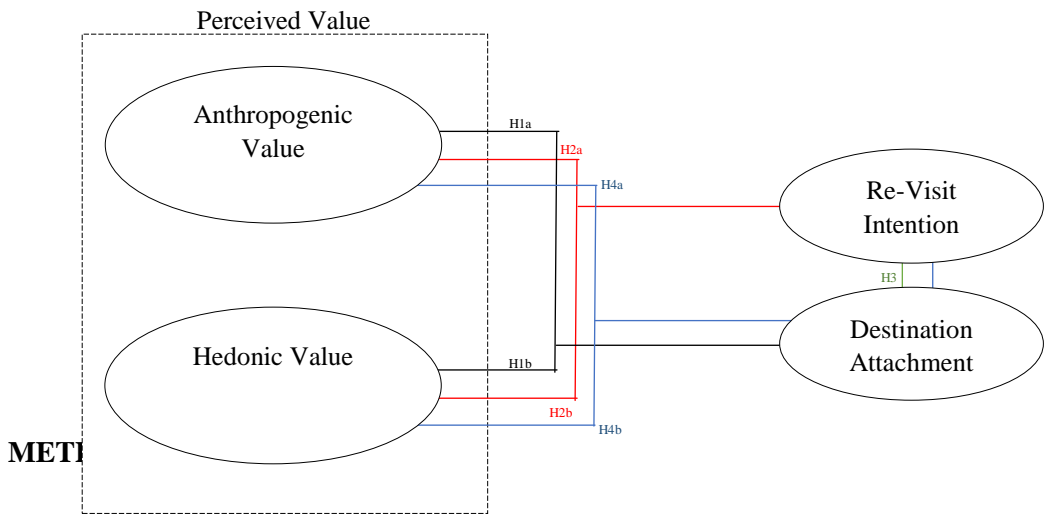
H1: Perceived value ([a] anthropogenic, and [b] hedonic) positively affect destination attachment towards community based tourism destination.

H2: Perceived value ([a] anthropogenic, and [b] hedonic) positively affect re-visit intention towards community based tourism destination.

H3: Destination attachment positively affects re-visits intention towards community based tourism destination.

H4: Perceived value ([a] anthropogenic, and [b] hedonic) positively affect re-visit intention, mediated by destination attachment towards community based tourism destination.

**Figure 1:** Perceived Value and Destination Attachment influence on Re-visit Intention



**STUDY SITE**

The survey of this study was carried out at 14 community-based tourism destinations in Sarawak, Malaysia as study sites and surveyed 216 tourists visited these destinations. The sites are the important topical area with a high potential for effective strategic market differentiation for local community-based tourism destinations that still remains unexplored in rural Malaysia. The destinations have been gained popularity among local and international tourists as community-based tourism destinations in the country. The destinations are surrounded by unpopulated natural environment and resources which shared the most common and unique features for tourism activities. These community-based tourism destinations are owned and operated by the local communities.



## SURVEY MEASURES

The survey was carried out to collect data to be tested the significance of the relationships between the constructs as proposed in the conceptual framework. The survey instrument is developed through using observed variables followed by demographic questions such as gender, age, nationality of the tourists, and visited destination of the tourists. Items used to measure the various constructs under study were derived from existing tourism literature. Perceived value (anthropogenic and hedonic) were adopted from the study of Calver and Page (2013), destination attachment (Yuksel et al., 2010), and re-visit intention was adopted from the study of (Maxham & Netemeyer, 2002).

## SAMPLING PROCEDURES AND DATA COLLECTION

The judgmental and snowball sampling approaches were applied to meet the aim of this study and respondents were selected purposefully to be confirmed the intended respondents (Newby-Clark, McGregor, & Zanna, 2002). The study was obtained 226 completed questionnaires where 10 questionnaires were removed due to a large proportion of incomplete responses during the screening process. Finally, 216 usable questionnaires were used for data analysis as the sample size meets the requirements of the minimum sample size to be employed Partial Least Squares-Structural Equation Modeling (PLS-SEM)<sup>1</sup> (Akter, D'Ambra, & Ray, 2011; Hair, Hollingsworth, Randolph, & Chong, 2017; Hoyle, 1995). However, no incentive was offered to the respondents for their participation in this study, it was completely voluntary and prior to their participation an informed consent was obtained.

## DATA ANALYSIS TECHNIQUES AND PROCEDURES

This study used partial least squares SmartPLS-3.0 software as analytical tool and employed structural equation modeling to assess the proposed relationships in the conceptual model under study. The data analysis technique is suitable for exploratory and confirmatory research that aims to investigate the extent to which exogenous or independent latent constructs which predict the endogenous or dependent latent constructs (Hair et al., 2017; Ringle, Wende, & Becker, 2015).

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<sup>1</sup> The sample size of cases in the current study meets the required sample sizes of 30 cases (i.e. 10 cases × maximum of three arrows [i.e. from atmosphere, cultural environment, and destination brand] pointing at a latent research construct [i.e. destination attachment]), 96 cases (i.e. based on power analysis using G\*Power), and 100 to 200 cases for a meaningful structural (or path) analysis, as suggested by Hair et al. (2017), Akter et al. (2011), and Hoyle (1995), respectively.

In PLS-SEM procedures, three steps were used to be assessed the conceptual model of this study. The first step commenced with the test for common method bias using Harman's (1976) single-factor test and collinearity of indicators by computing the variance inflation factor (Hair et al., 2017). The second step strives to establish convergent and discriminant validity in the measurement model by conducting confirmatory factor analysis and correlation analyses. Moreover, factor loadings, composite reliability, average variance extracted (AVE), and Heterotrait-Monotrait (HTMT) were tested against the recommended threshold values (Byrne, 2010; Fornell & Larcker, 1981; Hair, Anderson, Babin, & Black, 2010; Henseler, Ringle, & Sarstedt, 2015; Sarkar, Echambadi, & Harrison, 2001). Finally, the significance and the effect size of the path relationships in, variance explained by, and predictive relevance of the structural model was examined through using bootstrapping and blindfolding procedures (Hair et al., 2017; Ringle et al., 2015).

## **FINDINGS**

### **MANIPULATION CHECKS**

This study performed Common method variance (CMV) using the Harman's (1976) single-factor test for testing the common method bias. In this test, all research constructs are entered into one principal component factor analysis, and thus the extraction method of a principal component of one fixed factor with no rotation is applied (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003; Podsakoff, MacKenzie, & Podsakoff, 2012). Results of the factor analysis has shown that the largest variance explained by the first factor was 40.93 percent of the total variance. Moreover, no correlation between research constructs was more than the cut-off point of 0.90; the highest correlation between constructs under study was 0.65 (correlation between hedonic value and destination attachment) (Bagozzi, Yi, & Phillips, 1991). Thus, common method bias was not a concern in this study.

In addition, this study was tested the collinearity of indicators, determined by the Variance Inflation Factor (VIF), was below the critical value of five (Hair et al., 2017). Thus, there is no issue of collinearity of indicators in both the measurement model and structural model of this study. Next, a two-step procedures were employed to be assessed the measurement model of the constructs under study and discriminant validity. Finally, the proposed hypothesizes of the study were tested in structural model (Anderson & Gerbing, 1988).

## PROFILE OF THE RESPONDENTS

As mentioned earlier the study investigated tourists who recently visited at different community-based tourism destinations in Sarawak, Malaysia and consists of a total of 216 tourists as respondent for final analysis. Table 1 illustrates that the ratio of female respondents is higher than the male respondents which is 61.6 and 38.4 percent respectively, while in terms of range of age, the dominant respondents are 20 to 29 years of age which is 69.4 percent followed by 30 to 39 years which is 13.0 percent, 40 to 49 years old (2.3 percent) and 50 years old and above (1.9 percent). The remaining 13.4 percent are those who are 19 years old and below which constitute mainly students at secondary schools and colleges/ universities. Most of the respondents of this study are Malaysian nationals and a very few are internationals which are 97.2 and 2.8 percent respectively, while the most common destination they visited was Santubong (46.3 percent) and Borneo Height (12.5 percent).

**Tab. 1:** Destination Visited

Variables	Frequency	Percentage (%)
Destination		
Kampung Santubong	100	46.3
Borneo Heights	27	12.5
Kampung Anas Rais	16	7.4
Kampung Bako	16	7.4
Kampung Tanjung Manis	16	7.4
Gunung Gading Trekking Trail	13	6.0
Kampung Semadang	8	3.7
Kampung Giam	3	1.4
Kampung Semban	3	1.4
Hot Spring Panchor	2	0.9
Kampung Daro	2	0.9
Damai Beach	2	0.9
Bung Bratak Heritage Centre	1	0.5
Niah Cave	1	0.5
Kampung Benuk	1	0.5
Kampung Bisira Rayang	1	0.5
Kampung Sabena	1	0.5
Kampung Telian Mukah	1	0.5
Mount Singhai Tracking Trail Bau	1	0.5
Miri Homestay	1	0.5

## ASSESSMENT OF MEASUREMENT MODEL

In assessing the measurement model, convergent validity was evaluated by examining factor loadings, composite reliability, and Average Variance Extracted (AVE) (Fornell & Larcker, 1981). As presented in Table 2, standardized factor loadings in the measurement model were above 0.60, which exceeds the recommended threshold value of 0.60 (Byrne, 2010; Hair et al., 2010). The Composite Reliability (CR) of all constructs under study were above 0.80, which exceeds the recommended threshold value of 0.70 (Sarkar et al., 2001). Likewise, according to the suggestions of (Fornell & Larcker, 1981), the AVE values of all research constructs were above the recommended threshold value of 0.50. Therefore, this study satisfactorily met all the three conditions of convergent validity.

**Tab. 2:** Confirmatory Factor Analysis Results

Constructs	Items	Factor Loading	AVE	Composite Reliability
Anthropogenic Value	ANT1	0.734	0.572	0.869
	ANT2	0.803		
	ANT3	0.817		
	ANT4	0.710		
	ANT5	0.710		
Hedonic Value	HED1	0.751	0.519	0.883
	HED2	0.716		
	HED3	0.737		
	HED4	0.756		
	HED6	0.608		
	HED7	0.764		
	HED8	0.700		
	Destination Attachment	DA1		
DA2		0.962		
DA3		0.934		

**Tab. 2:** Confirmatory Factor Analysis Results (Continued)

Constructs	Items	Factor Loading	AVE	Composite Reliability
Re-visit Intention	RI1	0.941	0.836	0.939
	RI2	0.908		
	RI3	0.920		

- a. Average variance extracted (AVE) = (summation of the square of the factor loadings) / ([summation of the square of the factor loadings] + [summation of the square of the error variances])
- b. Composite Reliability (CR) = (square of the summation of the factor loadings) / ([square of the summation of the factor loadings] + [square of the summation of the error variances])

In assessing the discriminant validity of this study, the criteria recommended by (Fornell & Larcker, 1981) and Henseler et al.'s (2015) HTMT were used. Fornell and Larcker (1981) suggests that the square root of the AVE should exceed the correlation values between the constructs of the study. As seen in Table 3, the square roots of the AVEs were greater than the correlation values for each research constructs pairing. Discriminant validity of the constructs under study is established based on the suggestions of Henseler et al. (2015) as the threshold value of the HTMT is below 0.90. Therefore, results of the test of discriminant validity were met.

**Tab. 3:** Fornell-Larcker and Heterotrait-Monotrait (HTMT) Criterion Results

Variables	Fornell-Larcker Criterion*				Heterotrait-Monotrait (HTMT) Criterion			
	AN T	HE D	D A	R I	AN T	HE D	D A	R I
Anthropogenic Value	<b>0.756</b>							
Hedonic Value	0.612	<b>0.721</b>			0.723			
Destination Attachment	0.423	0.658	<b>0.907</b>		0.491	0.748		
Re-visit Intention	0.533	0.512	0.472	<b>0.914</b>	0.620	0.583	0.526	

\*Note: Bold diagonals represent the square root of the AVE while the off-diagonal represent the correlations.

## ASSESSMENT OF STRUCTURAL MODEL

The structural model of this study was assessed using SmartPLS-3.0 and bootstrapping procedures were used. The analytical technique was utilized to estimate the precision estimates and significance of path relationships between the constructs under study (Hair et al., 2017; Ringle et al., 2015). This was done by generating the T-statistics for significant testing through the bootstrapping procedures. A total of 5,000 cases of sub-samples in bootstrapping procedures were drawn to allow the procedure in estimating the model of each of the sub-samples.

Table 4 depicts the path coefficients findings for the structural model and the results show that hedonic value have significant positive impacts on destination attachment as the t-values of the relationships was 7.224 which met the threshold values. Thus, the hypothesis H1b is supported. However, anthropogenic value has significant positive impact on re-visit intention as its t-values was 4.636. Therefore, only the hypothesis H2a is supported. The findings further indicated that the result of t-value of the relationship of destination attachment on re-visit intention was 3.024, thus H3 is supported. Consequently, it can be concluded that destination attachment has a positive relationship on re-visit intention. Further post hoc (mediation) analysis of the structural model shows that destination attachment mediates the relationship between hedonic value and re-visit intention as its t-value met the threshold value (2.755). Hence, only the hypothesis H4b is supported.

In the structural model, the study further assesses the predictive capability or predictive relevance of the structural model through using blindfolding procedures followed by the assessment of the cross-validated redundancy. The study was used Stone-Geisser's predictive relevance ( $Q^2$ ) to estimates and co-efficient of determination ( $R^2$ ) values to indicates the levels of predictive accuracy of the model (Hair, Hult, Ringle, & Sarstedt, 2014). As seen in the table 4, the value of  $R^2$  for destination attachment and re-visit intention is 0.433, and 0.368 respectively. The results suggested that anthropogenic and hedonic value explain 43.3%, and 36.8% of variance in destination attachment, and re-visit intention respectively which is considered as moderate in both the cases. Moreover, the results also show that the  $Q^2$  values of destination attachment, and re-visit intention is 0.334, and 0.287 respectively which suggests that there is a predictive relevance as both the results are larger than 0. Thus, given the findings of  $R^2$  and  $Q^2$ , it can be concluded that the model has a predictive quality in explaining the relationships between the constructs in structural model.

Furthermore, based on the suggestions of (Hair et al., 2014), this study assessed the collinearity issue in the inner model through using VIF and effect size ( $f^2$ ) of the constructs. As the threshold value of  $VIF \geq 3.3$  indicates a potential collinearity problem (Diamantopoulos & Siguaw, 2006), as the results of all the constructs of the structural model are under the threshold value, thus, the result demonstrated that each constructs of the model is distinguished and suitable for structural equation modeling test. Effect size ( $f^2$ ) is another path coefficient measure. The threshold value of 0.02, 0.15, and 0.35 interpreted as small, medium, and large effect size (Hair et al., 2014). Table 4 shows that hedonic value had a large effect size and significant positive relationship to destination attachment ( $f^2 = 0.448$ ,  $\beta = 0.642$ ), but none for anthropogenic value on destination attachment. When hedonic value was tested on re-visit intention, it showed a no effect size and no significant positive relationship. However a medium effect size with significant relationship was observed for anthropogenic value on re-visit intention ( $f^2 = 0.117$ ,  $\beta = 0.348$ ). Finally, destination attachment had a medium effect size and significant positive relationship to re-visit intention ( $f^2 = 0.046$ ,  $\beta = 0.223$ ) of the study.

**Tab. 4:** Results of the Structural Model

Path Relationship	Beta ( $\beta$ )	S.E.	t-value	Decision	$f^2$	$R^2$	VIF	$Q^2$
H1a: Anthropogenic Value -> Destination Attachment	0.03	0.09	0.368	Not supported	0.00	0.43	1.59	0.33
H1b: Hedonic Value -> Destination Attachment	0.64	0.08	7.224*	Supported	0.44		1.59	
H2a: Anthropogenic Value -> Re-Visit Intention	0.34	0.07	4.636*	Supported	0.11	0.36	1.60	0.28
H2b: Hedonic Value -> Re-Visit Intention	0.15	0.08	1.875	Not supported	0.01		2.31	
H3: Destination Attachment -> Re-Visit Intention	0.22	0.07	3.024*	Supported	0.04		1.76	

<b>Post hoc (Mediation)</b>				
<b>Analysis</b>	<b>Beta</b>	<b>S.E.</b>	<b>t-value</b>	<b>Decision</b>
H4a: Anthropogenic Value -> Destination Attachment-> Re-Visit Intention	0.007	0.021	0.351	Not supported
H4b: Hedonic Value -> Destination Attachment -> Re-Visit Intention	0.143	0.052	2.755*	Supported

Note: VIF = Variance Inflation Factor. \*\*p<0.01, \*p<0.05 (two-tailed). S. E= Standard errors.

## DISCUSSIONS

The general purpose of this study was to determine tourists' destination attachment and re-visit intention towards the community-based tourism destinations in the context of Sarawak, Malaysia as a developing country. The perceived value (anthropogenic and hedonic) of community-based tourism destinations in a developing country are investigated as the antecedents of destination attachment and re-visit intention. The mediating effect of destination attachment was also investigated between the effect of perceived value (anthropogenic and hedonic) and tourists' re-visit intention. The study revealed a mixed finding, with important implications for community-based tourism studies and practices. The importance of perceived value (anthropogenic and hedonic) is on the rise and many researchers have used this construct to explain destination attachment (Nghiem-Phú, 2018) and re-visit intention (Waheed & Hassan, 2016). It is noteworthy to explain that tourists' perception of the perceived value (anthropogenic and hedonic) is subjective and it is influenced by many factors (Calver & Page, 2013). The current study has shown clearly the significant impact of hedonic value on destination attachment. This results are similar with the findings from study conducted by Calver and Page (2013). This study clearly found that the hedonic value has a significant influence on tourists' destination attachment, whereas anthropogenic value has a significant influence on tourists' re-visit intention towards the community-based tourism destinations.



The current study has also established a strong link between destination attachment of the tourists and their re-visit intention ( $\beta$  destination attachment-revisit intention= 0.223) towards community-based tourism destinations. Such finding suggest that an attachment towards community-based tourism destination is a result of the social and cultural environment which it is enticed to (Yuksel et al., 2010). This happen as tourists' who are immersed in cultural tourism (evident for local tourists' who visited local community-based tourism destination) perceive the destination they visited to be cultural attractive and important to them. Such finding suggests to policy makers and practitioners the importance of cultivating and maintaining community-based tourism destination. This study also shown that hedonic value leads to favorable re-visit intention, mediated by destination attachment towards community-based tourism destinations. Such result suggests that destination attachment is important issues to the existing and potential tourists of the community-based tourism destinations as they mainly develop affective and hedonistic aim and value for money with particular community-based tourism destinations, thus having an influence on tourists' favorable re-visit intention. These findings support previous claims that destination attachment can have a role in the development of a national identity in the micro level perspective (Huang et al., 2016; Veasna et al., 2013; Yuksel et al., 2010).

## **CONCLUSIONS AND IMPLICATIONS**

This study set out to determine the relationship between tourists' perceived value (anthropogenic and hedonic), destination attachment on re-visit intention towards community-based tourism destinations. The current study provides valuable insights of the antecedents of perceived value (anthropogenic and hedonic) and mediating role of destination attachment between perceived value (anthropogenic and hedonic) and re-visit intention. The study presented a comprehensive framework to study perceived value (anthropogenic and hedonic), destination attachment and re-visit intention, mainly from inbound tourism perspective. The effects of the antecedents of perceived value (anthropogenic and hedonic) on destination attachment and re-visit intention were further examined using structural equation modeling. The findings indicate a partial effect of all the direct and indirect effects (mediated) tested, thus partial support for the hypotheses listed. The findings provide further discussions on the effect of perceived value (anthropogenic and hedonic) and re-visit intention, as well as the mediating effect of destination attachment towards community-based tourism destinations.

## LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

This study is not without its limitations. First, the variety of places and people taken as samples provide a wide diversity to be considered, but the study also did not take into account the different ethnicities. This is particularly important when the target samples are pre-dominantly local tourists' from Malaysia. Malaysia are known for its multi-cultural and multi-ethnic society which possess significant impact on how different ethnic from different background and culture value particular destinations in relation to the value they inherent/ possess. Second, the samples were also limited to tourists' visiting various community-based tourism destinations in Sarawak, Malaysia. A larger sample covering more community-based tourism destination in other part of Malaysia could provide more robust results. Third, some conceptual problems arise into the notion of destination attachment and re-visit intention. In fact, the Malaysian tourists may have more opportunities to repeatedly visit a particular community-based tourism destination, while it is not often easy for international tourists as various constraints are involved over there such as- visa processing, geographical distance, and financial. Thus, this study suggests to look tourists' perceptions on re-visit intention separately for domestic tourists and international tourists.

The findings also provide a window into the impact of re-visit intention and destination attachment as a dual edged sword, getting new and existing tourist coming back to the tourism destinations they visited. This matter needs to be pursued further. Moreover, the present study considered only two antecedents of perceived value: anthropogenic and hedonic value. Although, the present study tested the structural equation modeling which is an improvement over existing ones, future studies can expand on the model with the inclusion of other antecedents such as personal value, level of involvement, and lifestyle traits of tourists that could have impact on destination attachment and re-visit intention, as well as the mediating effect of destination images.

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# CLASSIFICATION OF A POSITIONING STRATEGY OF NIGHT MARKETS AS SHOPPING TOURIST DESTINATION

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**Abstract:** Shopping at night markets is one of the most enjoyable ways for tourists who can get opportunity to getting up close local life in Thailand's capital. While tourists continually seek more diverse and rich experiences through a new adventures and new locations, night markets are spread out in most areas of the city and offer an incredibly diverse range of foods, goods and products, and entertainment. This article attempts to outline the theoretical backgrounds of night markets by introducing the views and results of the most relevant researchers in this field. First, the international literature is reviewed, then the most comprehensive case studies in night markets characteristics are introduced, finally the results of night markets case studies are outlined with a special emphasis in Bangkok. The study areas covered more than twenty night markets in Bangkok. Night markets' characteristics and their position strategy are clustered to discern common pattern that are used in classifying night market characteristics. The contribution of this study will offer a comprehensive framework that can be used as a basis for more discussion and future research.

**Key words:** shopping tourism, night markets, positioning strategy, Thailand

## INTRODUCTION

Tourists continually seek more independently travel characteristics, diverse activities, and rich experiences through a new adventures and new locations. Tourist destinations complete in many areas of the city and offer diverse range of goods and products, snacks and entertainment; after dark shopping opportunities mean incredible bargains in the evening to nighttime. Night markets, tourist walking streets, and weekend markets in Bangkok are the easiest and major places of getting up close and personal between local vendors and tourists in Thailand's capital. They are huge open-air bazaar selling array of collectable items and local products - some crafted by skilled local artists, some pumped out by factory items, others sourced from second-hand stalls in home decorations, clothes, souvenirs, bars and live musics. Therefore, Bangkok night markets have become popular among young and foreign tourists.

With the demand for shopping among tourists can lead improving local economies, the development of shopping tourism is a phenomenon that is attracting increased attention from government sectors, academics and

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business entrepreneurs worldwide. Therefore, shopping tourism has been a fertile subject of exploration for tourism researchers, not just in an economic sense but also in terms of tourists' motives and social encounters. Previous research in tourism shopping has explored various aspects of shopping including: the role of shopping in destination choice (Moscardo, 2004) the determinants of tourist shopping experience satisfaction (Reisinger & Turner, 2002), motives for shopping activity engagement (Timothy, 2005), product preferences and expenditure patterns (Mok & Lam, 1997) and a typology of shoppers (Paige & Littrell, 2003).

Having been confronted with new challenges, tourism night markets were forced to accept new ways of new business models, more local and global competitors, substantial channel distribution in order to drive more tourists visit and shop in the market. Since increased competition always implies the need for a more intensive use of marketing (Hemsley-Brown & Oplatka, 2006), these tourism night markets need to develop and apply different marketing strategies (Kotler, 2012), primarily for the purposes of gaining a competitive advantage and increasing their market share in the local and global markets.

One of the most significant marketing strategies that enable the achievement of these goals is the positioning strategy. It is the subject matter of this study. After a brief comment on the specifics of the positioning strategy in the context of tourism night markets, this paper provides an analysis of the bases on which the positioning strategies of the tourism night markets in the Bangkok, Thailand are established. This article attempts to outline the theoretical backgrounds of night markets by introducing the views and results of the most relevant researchers in this field. The study areas covered twenty night markets in Bangkok. Night markets' characteristics and their position strategy are clustered to discern common pattern that are used in classifying night market characteristics. The final part of the paper contains concluding remarks and guidelines for future research.

## **REVIEW OF LITERATURE**

### **Previous studies on Shopping Tourism**

Shopping tourism is another important form of tourism. Most researchers agree that shopping is one of the critical driving forces for tourists to visit destinations. Hsieh and Chang (2006) perceived shopping as the core leisure activity during a trip. Heung and Cheng (2000) also believed that travel is incomplete without shopping. Turner and Reisinger (2001) reinforced such an opinion by arguing that tourists tend to allocate a higher budget for

shopping than for other expenses, such as dining, accommodation, or sightseeing. Furthermore, Tosun, Temizkan, Timothy, and Fyall (2007) suggested that a well-managed shopping experience forms a favorable tourist destination image. In addition, studies have attempted to develop a scale that measures tourist shopping satisfaction. Wong and Wan (2013) identified the sub-dimensions of tourist shopping satisfaction and evaluated the relationship among destination facilities (i.e., safety, transportation, location, and cleanliness), tourist shopping satisfaction (i.e., service product and environment satisfaction, merchandise value satisfaction, and service differentiation satisfaction), and overall shopping experience. Their findings revealed that satisfied tourists tend to stay long and allocate high budgets during their trips. Scholars have generally agreed that shopping is a key factor that attracts tourists and have mainly highlighted the positive aspects of tourist shopping, namely, antecedents and behavioral intentions.

### **Tourism Night Markets Background in Thailand**

Table 1: Night Markets in Bangkok Characteristics in this study

	Characteristics
1. Rod Fai (Train Market) – Ratchada location	Rod Fai, or commonly referred to as the ‘Train Market’, got its name from the original Rod Fai night market located next to the train tracks on the outskirts of Bangkok. As in all markets in Bangkok, at the new Rot Fai Market Ratchada bargaining is expected as there is no set price for anything. This market is so popular with Thai people prices.
2. JJ Green (Vintage Market)	JJ Green is set up one part flea market and one part standard, tented night market. In the flea market area tourists will find vintage items sprawled across organized rows of sheets on the ground. Items for sale range from license plates, to watches, to useless old car parts.
3. Asiatique The Riverfront	Located along the Chao Praya River (famous river), Asiatique is a night market with a river view that attract both tourists and locals to come here to catch the sunset.

	Characteristics
4. Saphan Phut Night Market (Memorial Bridge Market)	Lots of the stalls here sell shoes and clothing geared towards a youthful generation. Tourists can even find a few tattoo and piercing stalls if you are feeling a little rebellious.
5. Indy Night Market	Despite being smaller than other night markets, there is reason to visit this place for the many handmade and unique products that are available for sale here. Most items also cost less than 100THB ( = 3 US dollar).
6. Talad Nud Liab Duan Ramintra	There are many stalls that sell clothing, shoes, and accessories. There is even shopping that can be done on such as pet shops, nail manicures, and barbers shops.
7. ChangChui	This market designed an art into its unique setting. Much of the design here stems from the philosophy to “Reuse”. It is also interesting to note that most of this market is run by Thai artists from across the country.
8. On Nut Night Market	The shopping at On Nut is pretty small compared to the other night markets, nothing really out of the ordinary or unusual. The real pull here is the convenient city location, comfortable laid-back vibe and overall chilled out, welcoming space to relax and hangout for an evening.
9. Artbox Night Market	It is important to note that unlike other markets, Artbox does not always open at the same location. The location shifts around Thailand and even internationally. The giant metal shipping containers serve the purpose for this mobility. Tourists can find location updated through their Facebook page.
10. Victory Monument Night Market	This night market is one of the best places to go to get an awesome deals of products. Discerning shoppers will know that this place offers better bargains on fashion, accessories, shoes, mobile phone accessories and many more compared to shopping malls.

	Characteristics
11. Talad Neon Night Market	The market is located near Platinum Fashion Mall. This night market was opened to fanfare at the end of 2016 and then was intended to be continued for trading, like other night markets, Talad Neon's collection of fashion and souvenir stalls, food vendors, and <i>outdoor bars</i> .
12. Hua Mum Night Market	Hua Mum night market is apparently a hidden place that is not known to many tourists. Shoppers will find everything they want, such as handcrafted items, fashionable clothes and delicious food.
13. Khao San Road	Khao San Road is famous for being backpacker area as there are many budget hotels and bars located there. Khao San Road has a lively atmosphere as people walking along the streets for some Thai massages, shopping, parties, and some food from the many restaurants and bars.
14. Suan Lum Night Bazaar Ratchada	With 1,800 stalls, shops, restaurants and plenty of entertainment options, it is looking to recreate the experience of the original Sun Lum Night Bazaar, which was a mainstay on tourists' itineraries until it closed several years ago. The shops and stalls are split between an indoor market area and an open air shopping street. The type of items for sale are fairly typical of night markets in Bangkok, including printed tees, shoes, fashion jewellery, artwork, wood carvings, and a host of souvenirs.
15. W Market	This place is over 50 international restaurants including Thai, Japanese, Italian and Mexican for you to choose from, along with the stylish interior and decoration either on the style of the shops or the food, boasting their uniqueness and 'out of the ordinary' characters.
16. Tha Maharaj	Located on the bank of the Chao Phraya river, Tha Maharaj is surrounded by rich cultural heritage and tourist attraction of Thai arts, museums, The Grand Palace, Wat Pho, Wat Arun The Temple of Dawn, Thammasat University, Silapakorn Fine Arts

	Characteristics
	University, and Siriraj Hospital.
<b>17. OWL night market</b>	On Friday and Saturday, the market opens all night until 10 am the next day. All vendors are fully set up around 7pm with colourful and brightly lit stalls. Shoppers can find everything from clothes to the most outlandish objects. Even the smallest budget can go very far. Everything here is cheaper than Bangkok's city markets. This market is ideal for the adventurous visitor looking for an experience among the locals.
<b>18. Ramkhamhaeng University Night Market</b>	Ramkhamhaeng University Night Market is a market primarily for the locals, it's positioned just opposite Ramkhamhaeng University, everything sold here is practical and really for the everyday student - cheap Thai food like meat skewers, sticky rice in bags, milk tea, and curries, as well as clothes, accessories, etc.
<b>19. RUNWAY3119</b>	Runway3119 Night Market is the best flea market in Bangkok where located near Suvarnabhumi Airport only 5 minutes by car. Runway3119 Night Market is full of Thai famous street foods , fashion , electronic goods , bar and restaurants suit to all ages of tourists around the world to visit and chilling place before arrival or departure Suvarnabhumi Airport which provide you full of happiness.
<b>20. Bangkok Chinatown (YAOWARAT NIGHT MARKET)</b>	Bangkok's Chinatown, Thailand's largest Chinese community, is commonly known among Thais as Yaowarat, according to the name of the road where it is located. The construction of Yaowarat Road hadn't begun until 1891 during the reign of King Rama V. Today, Yaowarat is widely known as the kingdom's largest center of gold trade and a great

	Characteristics
	foodie destination.

Night Market is, sometime called “Talad Nad” in Thai, especially common in Thailand and other Asia countries. This type of store activity is characterised by the mobile nature of the market/stalls, the linear alignment of stalls along streets and the occupation of private and public land for hawking which, ordinarily, is used for other purposes, such as the setting up of market stalls in a public car park. The night market is one of the most popular shopping options among locals and international tourists, with unique consumption activities, displays, products, and bargain prices which provides a true experience of modern nightlife.

Table 1 describes twenty night markets’ characteristics. The size of the night markets ranges from a congregation of less than ten stalls to over 200 stalls arranged linearly in one or more rows depending on the shape of the site. They are huge open-air bazaar selling array of collectable items and local products - some crafted by skilled local artists, some pumped out by factory workers, others sourced from second-hand stalls, souvenirs, bars and live musics, local customs; many sell varieties of traditional products, such as casual clothes, fruit, exotic snacks, and novelty items. They usually operate at night and are generally dedicated to more leisurely strolling, shopping, and eating than more businesslike day markets. The peak trading period for the night markets stretches from about 6.30pm to 10.30pm. While most tourism night market hawkers are into full-time vendors, a great number of them also work in the day in other occupations.

### **Positioning Strategy of Tourism Night Markets**

Positioning is the act of designing the company’s offering and image to occupy a distinctive place in the target market’s mind. Positioning is what the customer believes based on his/her experiences and evidence, rather than just the awareness created by advertising or promotion. In other words,

positioning is “the process of designing an image and value so that customers within the target market understand what the organization or brand stands for in relation to the competition” (Ibrahim & Gill, 2005). These definitions lead to the conclusion that positioning is primarily focused on the competition and consumers – the goal is for consumers to perceive the organization and its offer as different from and superior to other organizations and their offers.

Instead of emphasizing the same or similar characteristics, it is suggested that night markets should base their positioning and the consequent marketing communication on unique or specific physical elements of their offer, but also on the intangible elements such as reputation (Williams, 2001) or specific added value they offer to customers (Mazzarol & Hosie, 1996). One study (Lee, S. H., Chang, S.C., You, J.S., & Lin, C.H. (2008) identified eight main dimensions on which a night market may be based on:

- Local food and specialty (interesting products, alternative choices of commodities, famous local snacks, various food and drink)
- Atmosphere (attractive music, novelty of games and performances, attractive lighting and shop billboards, friendly and courteous vendors, be able to access and feel mirthful atmosphere)
- Public facility (clear sign and notices, parking space, walking path, public facilities)
- Environment (Security, ambience, food sanitary, overall crowded)
- Products (quality of products, fashionable products, local characteristics of products)
- Price (fair and reasonable prices, good value of money)
- Bargain (price negotiation, special discount activity, wide ranges of international food)
- Reputation (well-known reputation, representative localize vendors)

## **METHODOLOGY**

This study implemented qualitative approach in collecting information. Both primary and secondary data were collected. Field observation was a set of information that collected from 20 night markets. Secondary data were collected in the form of a literature review of existing data and information on both published and unpublished researches.

## FINDINGS

The results in Table 2 showed night market position classifying in four categories: types of products or services, tourists' trends, competitors, and users' advantages.

Night Market in Bangkok	Market Positioning
Categorized by types of products or services	<ul style="list-style-type: none"> <li>- Convenience goods and food (6,8,11,12,13,15,17,19,20)</li> <li>- Antiques, collectable and second-handed items (1,2,7)</li> <li>- Arts and creative handmade (3,9,14,16)</li> <li>- Cheap and unbeatable price (4,5,10,18)</li> </ul>
Categorized by tourists' trends	<ul style="list-style-type: none"> <li>- The rise in demand of authentic local experience (1,2,5,6,11,14,19)</li> <li>- The rise of gastronomy tourism (8,12,13,15,20)</li> <li>- Emerging new destination will take spotlight (3,7,9,16,18)</li> <li>- Cheaper is better (4,10,17)</li> </ul>
Categorized by competitors	<ul style="list-style-type: none"> <li>- Mobility markets (9)</li> <li>- Outdoor bazaar (1,2,4,5,6,8,10,11,12,14,15,17,18,19)</li> <li>- Tourist focus (3,13,16, 20)</li> <li>- Go green (7)</li> </ul>
Categorized by users' advantages	<ul style="list-style-type: none"> <li>- Novelty seeking (7,20)</li> <li>- Cultural experience (1,4,5,6,8,10,11,12,14,17,18)</li> <li>- Social contact (2,13,15)</li> <li>- Relaxation (3,9,16,19)</li> </ul>

**Table 2: Night Market Positioning in Bangkok**

Source: Provided by author

Twenty night markets from Tables one were classified into each segment. The result of market positioning may help night market entrepreneurs to develop promotion strategy targeted their target markets. For example, many night markets' positioning are "Convenience goods and food" which means night markets that can offer characteristically local products, diverse food and drink, low-price products, and distinctively flavored foods will attract visitors. Moreover, Tourism Authority of Thailand may promote Thai foods and beverages to overseas tourists by using think, sense, and feel experiential marketing method, or may segment visitors by socio-demographics and



geographic variables. Some benefits may accrue from promotion of factors such as Thai's reputation, special local experience, and public facility, but the primary benefit will arise from strengthening the image of night markets as representative of Thai's attractions.

## SUMMARY

1. *Night market vendors.* Food outlets should provide authentic Thai food taste as a result tourists have been changed and emerged their lifestyles' trends such as tourists' novelty and authenticity-seeking experiences are on a rise as well as sanitary of food, product differentiation, uniqueness and creativity, good value of money, price-tag or ability to negotiating price and product warranty.
2. *Night market organizers.* Night market organizers should carefully select qualified vendors, layout management, rules & regulation management, environmental concern, space quality, sanitary and safety, promotion strategy). The layout of night markets should be planned more sensibly to contribute to visitors' convenience and shopping enjoyment. With restriction to the parking and traffic issues, modern parking garages should be built to accommodate visitors to these night markets. Also, to attract more tourists, a complimentary bus service could be arranged to pick up visitors in between night markets and the major transit stops, such as mass rapid transit BTS stations and bus stations. Most night markets do not consider price competition as the best competition, as a result, the quality, E-promotion, product differentiation, and customer-orientation could be emphasized for positively sustainable development image.
3. *Tourism and Government sectors.* The suggestions for the relevant tourism and government authorities are provided in several ways. Additional regulatory attention might be given to food sanitation and the eating environment in order to encourage especially other international tourists to shop and eat in night markets. For the importance of maintaining service quality, illegal street vendors (especially selling counterfeit items) should not be allowed to sell in night markets. The police department should make their rounds in these night markets more often on a routine basis to maintain safe atmosphere.

## Limitations of the study

1. The results of this study is based on researcher observation, therefore it is needed more data collection to generalize future studies such as tourists, shopper, and vendors.
2. This study focused on the study in positioning strategy. This could be suggested to develop different night market perspectives for example, tourists' demand and supply, community engagement, sustainability of night markets.
3. The scope of the study was cover night markets in Bangkok only. Future studies will recommend to cover in different types of markets and provinces for example, tourist walking street, weekend flea market and focus in different areas of visitors such as strengthening the image of night markets, tourists' behaviours and motivation factors.

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# DETERMINATION OF ELECTIVE COURSES BY THE METHOD OF ANALYTICAL HIERARCHY PROCESS AND AN APPLICATION IN TOURISM FACULTIES

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**Abstract:** It is observed that course programs are divided into two as obligatory and elective courses in faculties. Obligatory courses are the ones, which the students have to take for being able to graduate from their school. Elective courses are the ones, which can be taken according to the choices of the schools or students. Other than obligatory courses, giving the possibility to choose the courses they can take to the students is also appropriate approach for democratic understanding of today. It is accepted that elective courses prepare the students for the life and that they are useful in revealing their interests and abilities. Presenting different alternatives to the students will also help them develop positive attitudes toward school. The aim of this study is to help lecturers make the most proper decisions to the elective courses to be opened in travel and tourism management guidance departments of tourism faculties. Application was made to the lecturers of tourism faculty, and the performance of 5 alternative elective courses to be taught to the undergraduates over 4 years was assessed by using the method of Analytical Hierarchy Process (AHP), one of multi criteria decision making. During analysis of the data, package program called Super Decision was utilized. As a result of analysis made, the priorities of alternative elective courses were identified according to 3 different criteria. Following the studies, the results obtained were shared with the authorized people of the relevant department.

**Key words:** Elective Courses, Analytical Hierarchy Process, Tourism Faculties

## INTRODUCTION

Education forms the essence of investment to human resource. In this scope, education comes to our face as a principal way of obtaining high level life for individuals and development and improvement and taking place among contemporary countries for societies (Hergüner vd., 2002: 45). Education, raising qualified human power having knowledge and skill especially industrial and service sector need and making employees more productive, makes ,important contribution to economic growth(Woodhall, 1979: 34). In the light of this information, education was defined as planned actions system serving to provide certain developments in human behaviors in the direction of aims ”(Karşlı, 2003: 9)

Tourism education is evaluated in vocational and technical education. Vocational and technical education was defined as “in the integrity of national education system, together with industrial, agricultural and service sectors, planning, studying, developing organizing, coordinating every sort of national and technical education

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services and whole of management, supervision, and instruction actions ” (Şahin ve Fındık, 2008: 65)

In this direction, the main aim of tourism education institutes, subjecting staff who is going to work in tourism sector to basic education, is to bring tourism consciousness and philosophy in all of those receiving education; contribute to development of tourism sector; and provide qualified staff to tourism sector (Mısırlı, 2002: 42); and teaching managerial techniques, to adapt to the approach becoming dominant and acceptable in the world and raise top level tourism professionals to be able to comprehend the new concepts, opinions, and technologies (Üzümcü ve Bayraktar, 2004: 80). Shortly, tourism education, teaching tourism movement and economy to people and young people that study, is whole of the efforts aiming to raise well-informed and qualified staff and manager for tourism (Hacıoğlu, 1992: 92; Sezgin, 2001: 135).

Educational process have to incorporate the qualities such as application, being economic, becoming preparative for the life by adapting to the developments, being society and sector –oriented, etc.( Alkan et al., 1996: 17) Otherwise, no matter how adequate infrastructural investments in tourism area are, as long as they are not supported by tourism education, which forms the most important element in social superstructure institutes, they will not provide any benefit (Tuyluoğlu, 2003: 10).

With giving education, which is appropriate for the interests and abilities of the students, very great developments can be experienced regarding the technology, science, and art. That obligatory courses as well as elective courses are present in our schools supports this thought. It is accepted that elective courses prepare the students for the life and are useful in revealing their interests and abilities. Therefore, it is observed that course programs in the schools are divided into two as obligatory and elective courses (EARGED, 2008).

Beside the obligatory courses, giving the opportunity to the select the courses the student who will learn is a suitable approach for understanding of the democracy and freedom at the present days. As stated by Genç ve Kalafat, (2007: 11), one of the main components of democracy is to meet the differences with toleranse. Presenting the various alternatives to student will be helpful the student to develop the positive attitudes toward school. Our age is a period, in which the important developments in world history have been fastly experienced. Elective courses support the developments of the students as unseparable part of school programs. Elective courses contributes to the cognitive (knowledge and skill) , sensorial (interest, attitude) and social developments (EARGED, 2008).

According to (Variş, 1976: 113-114), the functions of elective courses help the students prepare for occupation and business arass, the interests, needs, and abilities of the students provide to give place during their educations, talented students provide to be able to specialize in a certain subject and the goals of school to be realized.

Making decision is generally a process to select the most suitable, possible one or several options from option set in direction of at least one purpose and based on a

criterion. According to this, the process of making decision includes the elements such as decision maker, options, criteria, environmental effects, priorities of decision maker and results of decisions. The process can end in the form of that decision maker makes a selection, ordering, or classification from among the existing options. In this stage, in order to make the most accurate decision, multi- criteria decision methods come to our face. The methods of multi -criteria decision, in which the dual comparisons of certain criteria are based on help to make the most accurate with numerical data (Evren ve Ülengin, 1992)

## **THEORETICAL INFRASTRUCTURE**

There are a few number of studies about elective courses having an important function regarding diversification of education. In some of these studies (Demir, 1995; Kuzgun vd., 1989; Tümkaya, 1990), the issue of elective course was indirectly discussed. Namely, Kuzgun (1989), in the study he carried out the duties of academic consultants in Ankara University, revealed that although both lecturers and students consider the item “introducing the content of elective courses and helping the students select accurately” as duty of academic consultant, the students could not receive this service. That is, it was seen that academic consultants did not adequately give service about elective courses to the students

Paykoç et al. (1989 ) stated the aims of students of Educational Faculty in receiving elective course about non-technical selective courses as “developing specific interest areas” (73%), “developing general culture” (63%), personality/developing social relationship (43%), and developing English language (27%). The aims emphasized the most by heads of department have become as developing specific interest areas and developing general culture. In addition, they reported the aims such as information acquiring in the other areas, contribution to vocational development, closing course deficit. The problems observed in taking elective course are lack of sufficient quantity of elective course, courses that are not compatible with the aim in terms of quality, and remaining of a number of students uncovered. In addition, among the other problems observed, the subjects such as elimination of elective course philosophy and understanding, inadequacy of lecturers, limited students quotas, lack of elective course desired by the student are counted. The students have the right to take education in the direction of their interests and abilities. The responsibility of educational institutes is to prepare educational programs that will provide educational opportunity to the students having different characters according to their interest areas. In the preparation of educational programs, elective courses should be determined by considering demands of the students (Ülgen, 1992) . However, in the application of elective course system, some problems can be experienced. The students complain about information deficiency. Informing is not made adequately and in time. Congestions can emerge in the selection of elective course. Hence, every students cannot select the course he/she wants (Demir, 1996). Elective courses should have diversity to respond the demands of the students. Informing about elective courses should be made in time and adequately (Demir ve Ok, 1996).

Human being comes to face with many decisions in every stage of his/her life. Therefore, being able to make healthy decisions makes it necessary to correctly relate the interactions taking place in all system or subsystems in the direction of the aim(s) determined (Evren ve Ülengin, 1992). Every options have the effects that can be directly seen as well as the effects that can be noticed but not be quantitatively expressed. Reflecting the analysis of these the existent system and determining the option having the most contribution in total both force decision maker and takes more time. Decision maker mostly considers these factors intuitionally (Yuluğkural, 2001). While solving a decision problem, the better the model made represents the real system, the more the reliability of the results obtained increase. Especially beside quantitative factors, also considering qualitative factors will enable the results to be more realistic (Kocakalay vd., 2004).

In university education, the students take obligatory courses as a requirement of the programs they study. Beside these courses, they can also take elective courses related to their vocational interest areas and personal abilities. As a result of increase of technological development and knowledge, that students become specialist according to their interest rates and develop their personal abilities have gained importance. In university, for students to be able to develop better themselves, the applications of elective course system are made.

The aim of this study is to help lecturers make the most appropriate decision about elective courses to be opened in the Departments of Travel Business Management and Tour Guiding of Tourism Faculties. Application was administered to lecturers of Tourism Faculty and the performance of 5 alternative elective courses getting the highest points undergraduate students are going to study over 4 years are evaluated by using Analytic Hierarchy Process (AHP), one of multi –criteria decision methods. During analysis of the data, the program called Super Decision was utilized. As a result of the analysis carried out, the priorities of elective courses were determined according to the different criteria. The results obtained following the study were shared with the authorities of the relevant department.

## **1. ELECTIVE COURSES**

Elective courses support the developments of the students as inseparable part of school programs. Elective courses make contribution to the cognitive, (knowledge, skill) sensorial (interest, attitude), and social developments of the students. The options of different course are presented to the students having the different interests, needs, abilities, and skills. Elective courses are also expected to have a features to bring life skills in the students. In our world developing in unbelievable speed, for our students to be able to keep in step with this change, it is necessary to also change their life skills (EARGED, 2008).

It is seen that there are two different applications in the world about elective course. The first of these is especially application in USA. In this country, elective courses have an aim revealing and developing of the interests and abilities of the students. The second sort of application is met especially in European countries. In some countries, elective courses are used to give some courses in the problematic areas

from the social point view. These are generally religious, historical, and linguistic courses (Taş, 2004).

That the required conditions in the requirement are increasingly based on the information and skills that will require specialism has made it obligatory that school duties increase by becoming diversified and that education in the school is carried out clearly and interruptedly in such a way that it will keep in the developing technology (Tan vd., 2002: 8). Therefore, if the elective courses are effectively evaluated, the students are identified in the framework of their interests and abilities and can be raised in the different vocational branches as competent individuals. This also becomes fact with effectively applying the courses.

In the classes the students having the different interest, needs, and abilities take. This case reveals it is necessary to be presented the different options that are suitable for each learner in the group. For the students needing multi-dimensional and a large learning diversities to be able to meet their own needs in teaching –learning activities and to organize information by absorbing in the direction of their own schemes, it is necessary to adjust the system according to this. In addition, perceiving students according to discrimination of sorts of intelligence; designing education in the way that it will accept every kind of students; and spreading this design over the base all over the world should be considered (Sarigöz, 2009).

In the selection process of elective courses, the problems school managers face with are (Eşbahoğlu, 2015):

1. Due to the fact that the number of elective courses are more, it revealed that there is no sufficient number of classroom.
2. In the schools carrying out double shift schooling, it emerged that there is no sufficient number of classrooms for elective courses.
3. It emerged that there was no teacher in adequacy to be able to give elective courses
4. Since there is no in sufficient number of classroom, it emerged that classrooms were crowded.
5. Due to the fact that there are no sufficient number of classrooms and teacher, student's guardians experience problems. The problems the teachers face with in the selection process of elective courses:
  1. It emerged that the textbooks and materials belonging to elective courses were not present.
  2. Due to the fact that the classrooms of elective course are crowded, the problems emerged.
  3. The problems with the indifferent students coming to the courses they do not want were experienced in teaching course.
  4. It emerged that the teachers did not take any in-service education, and they carried out a course in close branch.
  5. It emerged the view that assessment with grade increased worry in some students



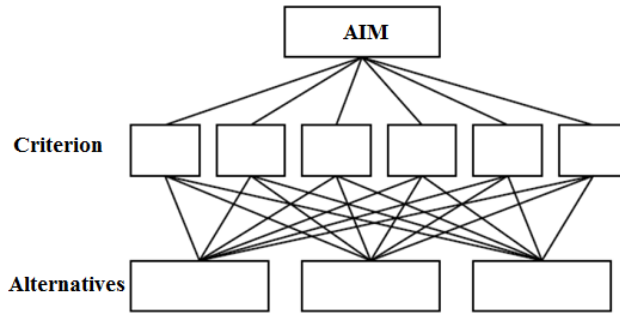
## **2. MAKING DECISION WITH AHP (ANALYTIC HIERARCHY PROCESS)**

Human beings are obliged to continuously decide in either their individual activities or as a requirement of their duties and solve their problems. Problems emerges when the conditions of the real situation is different from desired situation. Sometimes, in contrast to that expected, problems help new opportunities create. In these cases, while the manager solves the problem, on the one hand, he/she considers opportunities, on the other hand. In solving process a certain problem, manager has to make many decisions. Making decision is to identify the most suitable option from among action style with its the simplest definitions. Each decision makes it necessary decision needs together with it and activities regarding solving problem. In respect of these features of it, problem solving and making decision play key role in the activities of manager. This key role is remarkable especially related to planning function, because in planning, instead of daily decisions, what is under consideration is more long -termed and important decisions (Özkan, 2007).

Analytic Hierarchy Process was developed by Thomas L. Saaty in 1971. Saaty, transforming AHP into a model in 1977, facilitates the solution in deciding problems (Rençber, 2010: 34). The main aim of AHP is to make contribution to the solution of multi-criteria decision problem. Analytic hierarchy process (AHP) is one of multi-criteria decision methods and is not a magic solution method or model reaching to the right answer is a process helping decision makers to find “the best answer ” (Forman ve Selly, 2002: 14)..

AHP is a measurement theory based on alternatives to be compared to a common criterion. AHP provides important aids to decision maker in concluding multi-criteria and multi-option problems. AHP problem is formed with a hierarchic structure consisting of more than one levels. In analytic hierarchy process, a hierarchical structure consisting of aim, criterion, possible sub criterion levels, and alternatives is used (Saaty, 1990: 9-11). It is a general method for the problems that are complicated, difficult to understand or unstructured. It was built on three main principles as forming hierarchies, determining advantages, and logical and numerical consistency (Güner ve Yücel, 2007: 74).

In AHP, problem is hierarchically structured. In the figure, a three levels hierarchical structure is seen. An aim takes place on the top of hierarchy and, the structure is completed in such a way that criteria will take place below the aim and alternatives at the bottom (Felek vd., 2007: 7).



**Source:** (Saaty ve Vargas, 2012)

**Figure 1:** Three Level Analytic Hierarchy Model

After hierarchy is formed, relative significance levels of criteria versus each other are calculated. Decision maker decides significance degree between criteria based on 1 to 9 scale. 1-9 scale utilized is explained in detail in the table (Saaty, 2008: 257).

**Table 1:** 1-9 Scale Used in Dual Comparison Method

Intensity of importance	Definition
1	Equal importance
3	Somewhat more important
5	Much more important
7	Very much more important
9	Absolutely more important
2, 4, 6, 8	Intermediate values

**Kaynak:** (Saaty, 2008)

While two criteria or alternatives are dually compared in any level of hierarchy, decision maker utilizes dual comparison rule taking place in the table. For example, while A and B criteria taking place in the hierarchy or their alternatives are compared to each other, if X is a little more significant compared to Y, according to Table 1, the relative value of A compared to B will be  $a_{xy} = 3$ . In this case, according to theoretical fundamentals of AHP technique, the relative significance value of B compared to A will be  $a_{yx} = 1/3$ . What is wanted to be stated here is that if decision maker considers that an element is 3 points more significant compared to the other element, he/she also accepts the mathematical reverse of this. So, any level of hierarchy has elements in the number of “n”, it will be necessary to make comparison as many as dual combination of “n”  $(n(n-1)/2)$  for that level. All of these comparison values are expressed in the form of square matrix. Thomas Saaty suggests to directly make a face to face survey with the relevant people and take their views regarding dual comparisons, in using AHP technique.

The relevant person(s) of interest should be the person(s) who knows the subject or is familiar to it, even if they are absolutely specialist on the subject (Kaplan, 2010).

AHP was not designed to replace with the transparent thought given by decision makers. Despite this, AHP better organizes the thoughts of decision makers and performs more straightly than others. The real power of AHP is that most decision makers dealt with the complex and difficult decisions like a system. Limited logicalness and restricted conceptual processes almost makes it impossible to thoroughly take into consideration all factors in complex decisions for decision makers. Decision support methodologies like AHP, not understanding the related weights of the important criterion, is based on its subset. AHP enables complex decision processes to be more rational in the synthesis of all information existing in a system area and about decision in systematic style (Handfield vd., 2002).

### 3. APPLICATION

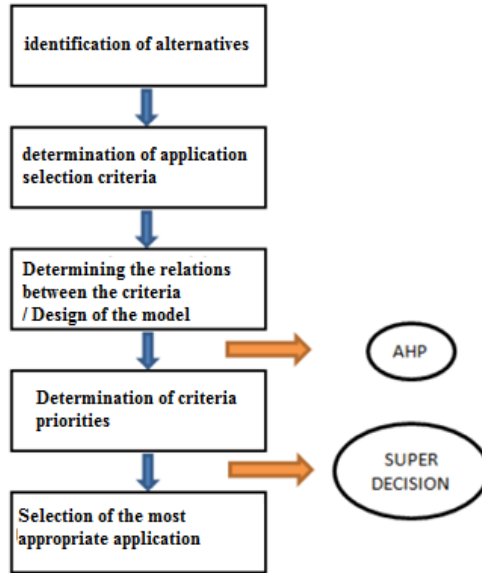
The study was carried out to determine the elective courses as criterion –based. First of all, in order to determine the selection criteria of elective courses, literature reviews were carried out and, assessing the views of the competent people and relevant lecturers and administering survey to lecturers of Department of Travel Business Management through the pool regarding why elective courses are necessary to be studied, 4 criteria were identified. In the second stage, the elective courses present in Tourism Faculties of University were collected in a single pool and a survey was administered to the same lecturers and the most important 5 courses were identified. Identification of selective courses were evaluated by using AHP method with individually dual comparison matrices for all purposes. As a result of the analysis of data, the important purposes will be both identified and identifying of purpose-based elective courses will be provided.

Package program called Super Decision will be utilized in the analyses to be made In any decision problem, four different analyses can be made to support decision makers. These analyses can be made as (Uyanik, 2005);

- Putting in order the alternatives from the best to the worst.
- Identifying the best alternative or selecting the series of the best alternatives in limited number
- Identifying the main distinctive characteristics of the alternatives and defining then according to these characteristics
- Dividing alternatives into the previously identified homogenous groups

The aim of this study is to select an application that is multi- criteria problem having a interrupted decision area by putting in order alternatives from the best to the worst. “Analytic Hierarchy Process (AHP) was selected for this study due to the fact that it draws a framework, in which decision makers can structure problems in reaching the best possible results and can analyze the target, important points and alternatives to them, and that it provides a framework in making decision or solving problem for group participation from among many “Multi-Criteria Decision Method “that can be used to put in order alternatives. This method, due to the fact that it is understandable and easy to apply it, is the one frequently preferred by decision makers and, when it is applied in the right areas and accurately, it gives considerably

effective results. In addition, for obtaining all stages of AHP rapidly and easily, the software called “Super Decision”. Working procedure was summarized in the following Figure 2.



**Figure 2:** AHP application procedure (Kaplan, 2010)

***Determination of Decision Alternatives;***

While the alternatives within the study are determined, first of all, the needs for the students of Tourism Faculty in their lives during and after education were determined. The elective courses to be determined in this scope were written by bringing together elective courses studied in Tourism Faculties of domestic and foreign universities and considering as possible as the most comprehensively and alternatively by the specialist people giving education in this area. Bringing together all courses and combining the similar courses, a course list of a total of 87 courses was prepared. That there are more alternative consists of the main subject of the study. These courses, being filtrated a survey prepared in the form of “Select the most important 10 courses shown in Table 2 by lecturers of the Department of Travel Business and Tour Guiding of Tourism Faculty ”, the most important ones were put in order. What is aimed in the scope of the study is to enable them to take education with appropriate courses for raising a qualified individual, student, and tourism professional, not the course to be taught the most easily. Here, the importance of AHP emerges.

**Table 2:** Elective Courses determined according to priority order

<b>Order of importance</b>	<b>Course title</b>	<b>The number of lecturers who suggest Course</b>
<b>1</b>	Vocational English	6
<b>2</b>	History of Anatolian Civilizations	6
<b>3</b>	Management of Customer Relationship	4
<b>4</b>	Destination Management	4
<b>5</b>	World Tourism Movements	4
<b>6</b>	German	3
<b>7</b>	Tour Planning and Management	3
<b>8</b>	Turkish History and Culture	3
<b>9</b>	History of Art	3
<b>10</b>	Arabic	2

As will be understood from the Table 2, the course cared the most has been Vocational English This is followed by History of Anatolian Civilizations, Management of Customer Relationship, Destination Management, World Tourism Movements, German, Tour Planning and Management, Turkish History and Culture, History of Art, and Arabic. All of these 10 courses have importance, because it was identified by voting from the selection list of 87 courses. The top 5 courses taking the most point will be prioritized by being subjected to survey after model is established by cross dual survey evaluation in the scope of AHP.

#### ***Determination of Selection Criteria;***

While selection criteria aimed is determined, it was utilized from articles in literature, articles in the literature, internet resources, specialist people and, the most important one, from the suggestions of lecturers of Tourism Faculty. Considering the question “Which course the student of tourism faculty should select and why?”, a list of purpose was prepared. Since there were no much more about the subject, all purposes obtained were put in order in such a way that it will with priority form 29 items. After ordering, with the result of survey administered to lecturers of Tourism Faculty for selecting 10 items with priority, the list of 29 items were reduced to 10 items.

**Table 3:** The criteria aimed while determining elective course identified according to priority order.

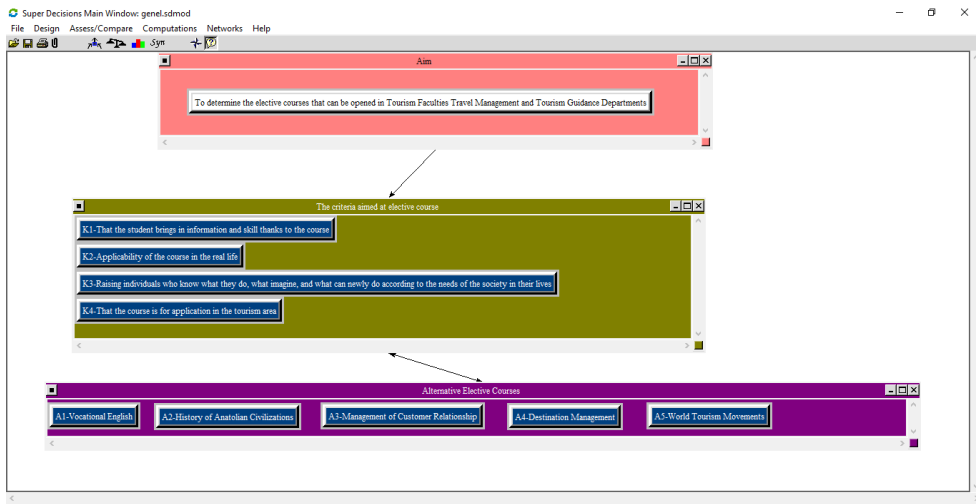
<b>Significance Order</b>	<b>The criteria aimed at elective course</b>	<b>The number of lecturers suggesting the purpose</b>
<b>1</b>	That the student brings in information and skill thanks to the course	9
<b>2</b>	Applicability of the course in the real life	8
<b>3</b>	Raising individuals who know what they do, what imagine, and what can newly do according to the needs of the society in their lives	8
<b>4</b>	That the course is for application in the tourism area	7
<b>5</b>	That it presents the opportunity to develop themselves to the students, whose areas and abilities are different, in the direction of their preferences.	6
<b>6</b>	That it will encourage the students to entrepreneurship and productivity	6
<b>7</b>	Improving knowledge of the students in actual life	5
<b>8</b>	Bringing scientific look in the students by developing their skills to question, observe, think critically, solve problem, and decide	5
<b>9</b>	Enabling students to develop the attitudes and values protecting mutual utility for them and the society they live in	5
<b>10</b>	Thanks to the elective course taken after graduation, job opportunities to be acquired	4

As also stated in the part of literature, there are many aims of tourism education. In these aims, what is primary is to raise a qualified individual. The courses the student will take over his/her educational life will help him/her become a qualified individual. Since the aims are put in order for determining these courses, the aim receiving the most scores has become “That the student brings in knowledge, skill, and competent thanks to selective courses”. This is followed by “Applicability of the course in the real life”; “ Raising individuals who know what they do, what imagine, and what can newly do according to the needs of the society in their lives”, “That the course is for application in the tourism area”, “That it presents the opportunity to

develop themselves to the students, whose areas and abilities are different, in the direction of their preferences”, “That it will encourage the students to entrepreneurship and productivity”, “Improving knowledge of the students in actual life ”, “Bringing scientific look in the students by developing their skills to question, observe, think critically, solve problem, and decide”, “Enabling students to develop the attitudes and values protecting mutual utility for them and the society they live in”, and “Thanks to the elective course taken after graduation, job opportunities to be acquired ”. Each of these aims has very serious significance degree. From among 29 different purposes, making selection, the most significant 10 purposes were put in order. Of these purposes, the first 4 purposes taking the highest score will be subjected to survey and prioritized after setting up model with cross dual survey assessment in the scope AHP.

### Setting Up Model

After the assessment of lecturers of Tourism Faculty, 4 selection criteria determined were grouped and a model was formed. While this model is formed, beside the specialists in the sector, lectures of Tourism Faculty were also utilized. In the direction of their views, model was finally set up through 4 criteria and 5 alternatives and this model set up is shown in the following figure:



**Figure 3:** Study Model: Display Image of Super Decision Program

For determining the priority of each factor in the model obtained, AHP technique will be applied. For this, a study was prepared consisting of dual comparisons. Since survey is long, an application was made to 10 people from among lecturers of Tourism Faculty. During survey, one to one explanation of criteria was explained, while the specialists is present.

**Table 4: As a result of AHP Survey, All Answers People Gave and Information Table**

FOR K1 CRITERIA		EXPERIENCE YEAR	6	3	5	12	13	13	22	8	7	23
		PROFESION	LECTURER	LECTURER	LECTURER	ASSISTANT PROFESSOR	ASSISTANT PROFESSOR	ASSISTANT PROFESSOR	DOC . DR	DR LECTURER	LECTURER	PROF DR
GEOMETRİK ORTASOL	GEOMETRİK ORTASAĞ	MATRİKS	PERSO N-1	PERSO N -2	PERSO N -3	PERSO N -4	PERSO N -5	PERSO N -6	PERSON -7	PERSO N -8	PERSO N -9	PERSON -10
2.16		A1-A2	1.00	0.25	0.14	9.00	0.25	0.17	0.20	1.00	0.14	0.20
3.73		A1-A3	0.14	3.00	0.14	2.00	0.11	0.13	0.33	1.00	0.14	0.14
2.22		A1-A4	0.14	3.00	7.00	7.00	1.00	0.14	0.33	1.00	0.14	0.25
2.57		A1-A5	0.17	0.25	0.14	8.00	0.25	0.20	0.17	1.00	0.14	0.33
4.32		A2-A3	0.17	0.25	0.13	0.11	0.20	0.14	0.25	0.13	0.25	2.00
2.02		A2-A4	0.14	6.00	1.00	1.00	1.00	0.20	0.25	1.00	0.25	2.00
2.81		A2-A5	0.25	0.20	0.13	0.20	0.33	0.50	0.25	1.00	0.25	0.50
	1.53	A3-A4	0.50	0.20	7.00	9.00	4.00	2.00	1.00	5.00	0.33	0.50
	2.01	A3-A5	4.00	0.20	0.20	8.00	5.00	2.00	1.00	5.00	0.33	0.50
	1.00	A4-A5	4.00	4.00	0.14	1.00	1.00	0.50	1.00	1.00	1.00	0.50
INCONSISTENCY			0.056150	2.064800	0.421050	0.089040	0.088200	0.098780	0.084190	0.097910	0.099280	0.089140
FOR K2 CRITERIA		EXPERIENCE YEAR	6	3	5	12	13	13	22	8	7	23
		PROFESION	LECTURER	LECTURER	LECTURER	ASSISTANT PROFESSOR	ASSISTANT PROFESSOR	ASSISTANT PROFESSOR	DOC . DR	DR LECTURER	LECTURER	PROF DR
GEOMETRİK ORTASOL	GEOMETRİK ORTASAĞ	MATRİKS	PERSO N-1	PERSO N -2	PERSO N -3	PERSO N -4	PERSO N -5	PERSO N -6	PERSON -7	PERSO N -8	PERSO N -9	PERSON -10
2.13		A1-A2	1.00	0.17	0.13	9.00	0.33	0.50	0.17	1.00	0.14	0.25
2.42		A1-A3	1.00	0.14	1.00	4.00	0.11	0.14	0.20	1.00	0.14	0.20
1.57		A1-A4	0.25	0.14	1.00	8.00	1.00	0.25	0.25	1.00	0.14	1.00
1.85		A1-A5	1.00	0.13	1.00	8.00	0.25	0.17	0.33	1.00	0.14	0.25
2.94		A2-A3	0.33	1.00	4.00	0.11	0.20	0.13	0.20	1.00	0.25	0.33
1.52		A2-A4	0.25	5.00	3.00	1.00	2.00	0.25	0.25	1.00	0.25	1.00
1.71		A2-A5	1.00	6.00	2.00	1.00	0.33	0.14	0.50	1.00	0.17	1.00
	1.74	A3-A4	0.50	0.14	3.00	8.00	4.00	6.00	1.00	1.00	0.50	1.00
	1.65	A3-A5	4.00	0.20	0.50	9.00	5.00	4.00	1.00	1.00	0.50	0.50
1.03		A4-A5	4.00	1.00	0.50	3.00	1.00	0.25	1.00	1.00	0.50	1.00
INCONSISTENCY			0.040210	0.393260	0.084170	0.089040	0.089090	0.094900	0.097190	0.000000	0.090910	0.078180
FOR K3 CRITERIA		EXPERIENCE YEAR	6	3	5	12	13	13	22	8	7	23

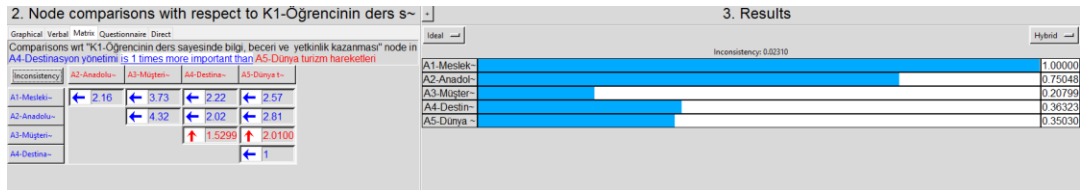


		PROFESION	LECTURER	LECTURER	LECTURER	ASSISTANT PROFESSOR	ASSISTANT PROFESSOR	ASSISTANT PROFESSOR	DOC. DR	DR LECTURER	LECTURER	PROF DR
GEOMETRİK ORTASOL	GEOMETRİK ORTASAĞ	MATRİKS	PERSO N-1	PERSO N -2	PERSO N -3	PERSO N -4	PERSO N -5	PERSO N -6	PERSO N -7	PERSO N -8	PERSO N -9	PERSO N -10
2.78		A1-A2	3.00	0.14	0.13	9.00	0.50	0.50	0.25	0.33	0.14	0.25
3.07		A1-A3	4.00	0.13	0.14	5.00	0.11	0.14	0.25	2.00	0.14	0.20
2.09		A1-A4	1.00	0.13	0.25	8.00	1.00	0.13	0.25	5.00	0.14	0.50
2.02		A1-A5	6.00	0.13	0.25	8.00	0.25	0.17	0.25	5.00	0.14	0.33
1.07		A2-A3	6.00	2.00	5.00	5.00	0.20	0.20	0.33	6.00	0.25	1.00
	1.18	A2-A4	1.00	0.50	5.00	1.00	2.00	0.25	0.33	6.00	0.25	3.00
1.62		A2-A5	1.00	0.50	3.00	1.00	0.33	0.17	0.33	6.00	0.25	0.25
	1.67	A3-A4	0.33	0.50	3.00	8.00	4.00	5.00	0.50	6.00	0.33	3.00
	1.16	A3-A5	1.00	8.00	0.33	9.00	5.00	2.00	0.50	1.00	0.50	4.00
1.35		A4-A5	4.00	8.00	0.33	1.00	1.00	0.33	1.00	1.00	1.00	0.20
INCONSISTENCY			0.094440	0.285770	0.096940	0.441410	0.088670	0.083460	0.051070	0.098140	0.087260	0.079330
FOR K4 CRITERIA		EXPERIENCE YEAR	6	3	5	12	13	13	22	8	7	23
		PROFESION	LECTURER	LECTURER	LECTURER	ASSISTANT PROFESSOR	ASSISTANT PROFESSOR	ASSISTANT PROFESSOR	DOC. DR	DR LECTURER	LECTURER	PROF DR
GEOMETRİK ORTASOL	GEOMETRİK ORTASAĞ	MATRİKS	PERSO N-1	PERSO N -2	PERSO N -3	PERSO N -4	PERSO N -5	PERSO N -6	PERSO N -7	PERSO N -8	PERSO N -9	PERSO N -10
2.14		A1-A2	1.00	8.00	0.13	8.00	0.25	5.00	0.25	1.00	0.14	0.25
2.82		A1-A3	0.33	0.13	0.13	9.00	0.11	0.14	0.25	1.00	0.14	0.17
1.80		A1-A4	1.00	0.13	0.13	8.00	1.00	4.00	0.25	1.00	0.14	0.25
1.65		A1-A5	1.00	0.50	0.13	8.00	0.25	0.20	0.25	1.00	0.14	2.00
1.44		A2-A3	1.00	1.00	4.00	1.00	0.20	0.25	0.33	1.00	0.20	1.00
1.36		A2-A4	0.33	0.33	4.00	1.00	1.00	4.00	0.33	1.00	0.20	1.00
1.38		A2-A5	1.00	1.00	0.50	1.00	0.33	0.17	0.33	1.00	0.20	7.00
	1.52	A3-A4	0.50	1.00	2.00	4.00	4.00	6.00	0.50	1.00	0.50	7.00
	1.43	A3-A5	1.00	0.50	0.50	4.00	5.00	5.00	0.50	1.00	0.50	7.00
	1.30	A4-A5	4.00	4.00	0.33	1.00	1.00	0.25	1.00	1.00	1.00	6.00
INCONSISTENCY			0.090450	0.503940	0.091570	0.077710	0.088200	0.242960	0.051070	0.000000	0.092780	0.097330

## Analysis of the Data

The model presented in Table 3 and the results of survey carried out were analyzed by means of Super Decision package program. Taking geometric mean of points the specialists gave to the survey made, they were transferred to the program. Totally, with 4 different criteria, 40 pieces of dual comparison were made. As mentioned in the previous sections, in the working principle of AHP, it is necessary for consistency to equal to the value 0.1 or be smaller than this value. After survey inputs were completed, for the consistency of the answers given, “Basic Inconsistency Report” was utilized. According to the report, any inconsistency was not observed in the answers, hence, there was no need for repeating surveys. And it was observed that the data were reliable. The results of the people, whose inconsistency rates were under 10%, were assessed. When the results forming in this scope are examined;

**The matrix results formed for K1-“the criterion of “That the student brings in information and skill thanks to the course” are as follows**



**Figure 4** Matrix table for K1 criterion and display image of super decision program belonging to prioritization results

**Table 4:** K1 Prioritization classification of elective courses for K1 criterion

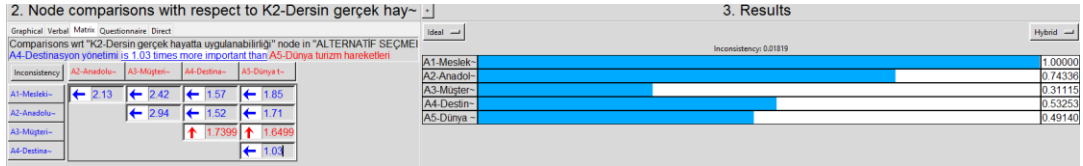
Inconsistency	0.0231	<i>K1- That the student brings in information and skill thanks to the course</i>
Name	Normalized	Idealized
A1- Vocational English	0.374250945	1
A2- History of Anatolian Civilizations	0.28086635	0.750475994
A4- Destination Management	0.135938756	0.363228892
A5- World Tourism Movements	0.131101966	0.350304969
A3- Management of Customer Relationship	0.077841984	0.207994087

The highest point of K1 coded student, when 5 elective courses determined belonging to the criterion of “That the student brings in information and skill thanks to the course” are put in order, the course taking the highest point has been “Vocational English”. This is followed by “History of Anatolian Civilizations”, “Destination Management”, and “World Tourism Movements”. The selective course taking the least score has been the course of “Customer Relationship Management”

When the results of K1 –coded criterion “That the student brings in information and skill thanks to the course” are evaluated, the order of the top 5 elective courses was stated in Table 4. When regarded to this ordering, “Vocational English”, with another definition, “Business English” took place in the first order getting the most points. Vocational English have a great importance for many vocational groups. English is extremely useful for those taking educations in the areas of human resources, tourism, marketing, advertising, law, insurance, and etc. or being in active business life. If you work in a cosmopolitan company, since you can daily be in communication with many partners, vocational English is an indispensable thing. Intercultural interaction is something that can be made with communication. Verbal communication is the most basic element of this interaction. Even if it is impossible to know all languages, knowing the language that world accepts and many people speak is a distinctive feature for the people during this interaction. Among these many languages, the most important one is English. English is an international language. That the people to vocationally survive in a natural process, reach achievement, be able to climb to top positions, and be able to create difference is directly proportional with the level of the language that they can speak. In this sense, vocational English has a great importance. Thanks to English that is international language, the knowledge and skill of the student will increase and it can be enabled him/her to be a competent person in his/her area.

In the criterion of “That the student brings in information and skill thanks to the course”, the most second important elective course has been “History of Anatolian Civilization”. This course has a great importance to the students studying in Travel Business Management and Tour Guiding of Tourism Faculty. For, Anatolia, in which many important civilizations lived over history, with tens of civilizations and tribes especially Hittites Frigs, and Urartians completely uncovered today, witnessed many “first” in history of the world. Anatolian Civilization that incorporate a mystery mentioned in tales and founded on the fertile land of East and West, departure point of philosophical thought, with the renewals and development they left legacy and brought to the world, took its place in the history. So, it can be seen that the civilizations in Anatolia, which saw the emergence of Eastern Mysticism, raised the pioneer people in the emergence of mathematics and geometry, and observed the unbelievable evolution of the knowledge transported from its East to its West, how helped to humankind in the development steps. Anatolian civilizations, until the covered and uncovered civilizations lying in the deepness of history, with the mystery it kept waiting also keep its value. That the student graduates from this department with this consciousness has a great importance.

**The matrix results formed for K2- “The criterion of Applicability of the course in the real life” are as follows:**



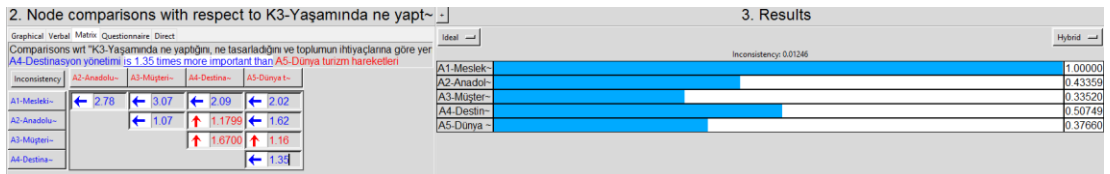
**Figure 5:** Display image of super decision program belonging to matrix table and prioritization results for K2- criterion

**Table 5:** Prioritization ordering of elective courses for K2-criterion

Inconsistency	0.01819	<i>K2- Applicability of the course in the real life</i>
Name	Normalized	Idealized
A1- Vocational English	0.324839949	1
A2- History of Anatolian Civilizations	0.241471684	0.743355872
A4- Destination Management	0.172988075	0.532533253
A5- World Tourism Movements	0.159627727	0.491404234
A3- Management of Customer Relationship	0.101072566	0.311145737

According to the purpose of K2-the criterion of “Applicability of the course in the real life”, when elective courses are also examined, the course “Vocational English” took place in the first order. Another remarkable result is that elective courses are put in the same order with the purpose of K1- “That the student brings in information and skill thanks to the course”. This result can give the conclusion that the most important criterion for elective courses, in which both purposes are similar is that they are applicable to the real life and, thanks to this course, that the knowledge, skill, and competency are brought in.

**The matrix results formed for K3- criterion of “Raising individuals who know what they do, what imagine, and what can newly do according to the needs of the society in their live” are as follows.**



**Figure 6:** Display image of super decision program belonging to matrix table and prioritization results for K3- criterion

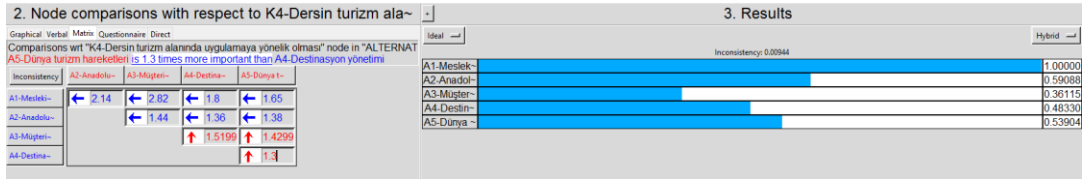
**Table 6:** Prioritization ordering of elective courses for K3-criterion

Inconsistency	0.01246	<i>K3- Raising individuals who know what they do, what imagine, and what can newly do according to the needs of the society in their live</i>
<b>Name</b>	<b>Normalized</b>	<b>Idealized</b>
A1- Vocational English	0.376948819	1
A4- Destination Management	0.191298346	0.507491565
A2- History of Anatolian Civilizations	0.163439921	0.433586504
A5- World Tourism Movements	0.141960794	0.376604959
A3- Management of Customer Relationship	0.12635212	0.335197019

Contemporary education is able to present the programs, which will bring in the necessary knowledge and skills in the individuals to shed light on the society of today and future and contribute “sustainable development” in every area. Foreign language overcame the simple level of use to respond daily requirements such as bread and water. It became an element of knowledge, trade, and intercultural communication, integrated into life, and undertook to provide an intellectual information flow with professional and commercial relationships, whose subjects and interest areas placed in our vocabulary.

The purpose of **K3-** “Raising individuals who know what they do, what imagine, and what can newly do according to the needs of the society in their live” is the third aim taking the highest score. When regarded to the elective courses according to this purpose the course taking the highest score is vocational English. Indisputably, English is an educational language. In the most prestigious schools of the world, education is given in English language. The most famous academic magazines are published in English. The newest and the most wonderful books are printed in English. Namely, for acquiring new skills and achieving the new information, English is obligatory. Moreover, the main resources in internet that is the most important information resource of today are English. The elective course taking the highest second score has been the course “Destination Management”. It was accepted by many countries that tourism was an global economy industry, on which tourism concentrated on attracting tourist and addressing on the needs of tourist. Destination management forms the essence of this industry. This elective course can more significantly determine the need for raising individuals according to the requirements of the society. In the future, as the demand for destination increase, it is evident that the preferences of tourists will continue to increase. This demand increase will engender a competition between touristic destinations. It is a reality that tourism destinations will oblige to reveal the arguments making them different, in order to advantage over its competitors. A tourism student taking this course will graduate with this consciousness. When we regard to the other elective courses, they are put in order as “A2 – History of Anatolian Civilizations”, “A5 – World Tourism Movements” and, “A3- Management of Customer relationships”

**K4-“.** *The matrix results formed for K4- criterion of that the course is for application in the tourism area are as follows.*



**Figure 7** Display image of super decision program belonging to matrix table and prioritization results for K4- criterion

**Table 7:** Prioritization ordering of elective courses for K4-criterion

Inconsistency	0.00944	<i>K4-Dersin turizm alanında uygulamaya yönelik olması</i>
Name	Normalized	Idealized
A1- Vocational English	0.336205854	1
A2- History of Anatolian Civilizations	0.198657709	0.590881171
A5- World Tourism Movements	0.181229474	0.539043184
A4- Destination Management	0.162487207	0.483296781
A3- Management of Customer Relationship	0.121419756	0.36114706

Turkey 2023 Tourism Strategy, in which Turkey 2023 Tourism Project priorities to diversify tourism activities in the direction of the global tourism and development trends, is seen to target on creating increase in employment and income for every sector of the society through the increase occurring in tourism incomes with using and conserving the natural, cultural, historical, and geographical values in balanced way. When The purpose of **K4-** “that the course is for application in the tourism area” is examined, a student graduated from Tourism Faculty should graduate by having to know who will be in which applications strategically. When elective courses are regarded in this direction of this aim, “Vocational English” got the highest score. This was followed by the course of “History of Anatolian Civilizations” and the course of “World Tourism Movements” that are in the second and third order”. This course [in third order] will bring analysis ability in the student about the yesterday and today of world tourism movements. [The student] will have information about strategic management and quality management in tourism businesses and will reach the authority to manage service processes and affairs, which require the complex and unpredictable, and new strategic approaches related to his/her area. Another result attracting attention is that the course getting the least score is the course of “Management of Customer Relationships “for four different criteria as well. Although this course has a great importance to tourism student, it always got the last order among the other 5 courses. This course aims to get the student comprehend the management dimension of customer relationships and give

the competencies that can account for the importance of the necessary communication.

#### **4. CONCLUSION AND SUGGESTIONS**

As a result of the study, of lecturers of Tourism Faculty, those being specialist in the area of business management expressed that they gave weight to the courses of Business Management, while those being specialist in the area of tourism concentrated on the courses of domain. Hence, tourism education can be foreseen to become interdisciplinary. Albeit tourism accepts natural resources as a basis for itself, it is seen that there is need for cooperating with the different disciplines for managing these resources in the best way.

The five elective courses getting the most point in the analysis carried out were analyzed according to four criteria determined. When the emerging results are evaluated, the selective course “Vocational English” took place in the first order according to the K1, K2, K3, and K4 criteria. The foreign language courses are to tourism education as both obligatory and selective courses. Since the language used the most commonly at these days, this course got the highest point. When regarded to the ordering of the other courses, the elective course “History of Anatolian Civilizations” took place in the second order for K1, K2, and K4 criteria. The reason for this is that lecturers can introduce that they believe in that “History of Anatolian Civilization” is important. In the third order, the course of “Destination Management” according to K1 and K3 criteria. The course “World Tourism Movements” showed its importance for K4. In the last order, the course “Management of Customer Relationships” take place. In terms of being able to make communications with the tourists, one of actors of tourism taking place in service sector, it can be said that this course is important.

The study has been carried out for the Department of Travel Business Management and Tour Guiding of Tourism Faculty and the survey was administered to total of 10 people among lecturers of Department of Travel Business and Tour Guiding and Tourism Business. It is considered that the results turning out in the study will be an example in the selection of courses of the departments of Travel Business and Tour Guiding, Travel Business, Tour Guiding of the different faculties. In addition, the other faculties and departments taking place in higher education will be able to also utilize this study.

Multiple Decision Technique used in the study enabled both quantitative data and qualitative data to be able to use in integrated way into each other. In case that quantitative data are not always present, qualitative data are also evaluated thanks to this method. The most important point is that that qualitative data accepted independently from each other will not be in fact independent from each other can be understood thanks to this method.

An element attracting attention in the study is that lecturers completing the survey reproaches in understanding the expression while dual pointing. It is recommended

that it is appropriate for giving information [about AHP] before starting the study to the practitioners, who did not earlier work on AHP.

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# MARKET SEGMENTATION IS THE KEY TO SUSTAINABLE OPERATION OF B&B

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**Abstract:** The Chinese B&B industry started in 2011, the Mogan Mountain B&B became the banner of the domestic industry in 2015. Then the entire B&B industry is imitated and appeared serious homogeneity problems, which forced the manager to look for their own competitive advantage. The objective of the article is through the market segmentation to identifying target customer groups, and combine the orientation of the B&B with the customer demand. Set up a multi-directional marketing scheme according to the characteristics of the target customer and the behavior of consumption. This article uses the quantitative research method to collect the information. The research shows that the main target customer of B&B is divided into two categories: 1、 tourism vacationers; 2、 weekend vacationers. In conclusion, according to the report on 《Market Prospect and Investment Analysis of B&B Industry》 , the growth rate is 12000/year. By 2017, the B&B's number is 53852 in China. With the expansion of the B&B market, which enforces the B&B industry facing a reshuffle. Therefore, the owners of the B&B should find the way to sustainable management through the market segmentation.

**Key words:** Bed&Breakfast industry, market segmentation, target customer, Mogan mountain

## INTRODUCTION

As the "shared economy" heats up everyday, the "shared accommodation", a new industry in recent years into the development of the "fast forward key" state. A large number of people tend to stay close to life, with strong local characteristics of residential houses as an overnight destination when their traveling. Residential accommodation as an important part of Non-standard accommodation, not only enriches the form and content of "living" in the six elements of tourism but also satisfies the increasingly individualized demand for tourism consumption and the need for a primordial state of life (Zeng&Jiang,2018). Chinese B&B industry market started in 2011, and in 2015 Mogan Mountain became the banner of the housing industry. More than 80 boutique homes generated 350 million yuan in economic income. In a survey of travel situational preferences from Tujia, 53.1 percent of people wanted to experience local characteristics, folklore and culture when the traveling. This with the personalized and local experience provided by residential matching is pretty high. By the first half of 2018, Tujia has become Chinese largest residential entrance , the entire housing inventory of the other eight platforms. According to the Prospecting Industry Research Institute< Forecast of Market Prospect of B&B accommodation Industry and Investment

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Analysis report> statistical conclusion, by the end of 2016, there were 53852 B&Bs all over the country. In 2014 and 2015, the number of B&B in China is 30231 and 42658. Predict by 2020, the B&B market is expected to reach 30-billion-yuan scale. The fast housing growth, surplus new landlords to join, resulting in the overall quality of residential services decline, product imitation phenomenon is serious, the irrational consequences of investment are gradually coming to light. Luo Tao, chief product officer of Tujia's CPO, shared the data that shows a Tujia's online B&B transactions grew by 180% in 2017 compared with 2016. The first quarter of 2018 showed a rapid growth of 176% compared with the first quarter of 2017. At the same time, nearly 1000 merchants join Tujia every day, more than 90% are the individual operator. In this context, there is a vacancy phenomenon, and some areas even oversupply. Therefore, in order to have a place in the competitive incentive market, it is necessary to re-segment the B&B market.

Marketing Segmentation is a procession of identifies where is the target market and who is the target customer. It means that a guest-oriented dividing the market into different groups and customers who have similarity needs and interests. (Lazer, Layton, 2000). Geographic and demographic factor are two major Segmentations in hospitality marketing. Firstly, geographic segmentation calls for dividing the market into various geographic areas. Such as nations, states, regions, counties, cities, density, climate, food and culture. Secondly, demographic segmentation is another way in market segmentation. Kotler&Bowen&Makens (2014) layout that demographic segmentation is the study of population characteristics, which is consists of separating the marketing into many groups based on demographic different. Such as age, life cycle, gender, income, family size and structure, education, religion, ace and nationality. Under the background of combing the related situation and present situation of the B&B industry, division of the B&B market in terms of demographics. The target market is divided into six stages by using the family life cycle standard through the reliable information collected in combination with the current situation in China. They are student stage, single stage, honeymoon stage, former parent stage, middle parent stage, post-parent stage ( Wells &Gruber, 1966) .

Through the family life cycle subdivide the tourism market of the rural boutique houses, help the operators to carry out the market orientation more accurately according to their own resources and advantages. According to the different motivations of different stages of the family life cycle, which can design high-quality B&B products that meet different needs. In order to find their own target customer groups, business direction and the ability to continue to operate.

Table 1: The Development trend and present situation of B&B in China

Developmental Stage	The embryonic stage of the 1990s	Early 20th century development stage	Expansion and upgrading after 2010
The key words	Rural individual farm family	Brand development, regional expansion, pattern replication	Countryside Transformation, Cluster Development forms Residential Resort area
Main functions	Food and sleeping	Focus on site selection, rely on the advantages of scenic areas, such as: cultural ancient towns, natural landscape scenic spots and so on	Become one of the core attraction of scenic spots, experience diversification, tourism destination gradually formed
The level of B&B	Low grade, incomplete facilities	Upgrade, complete equipment	Boutique,high level, perfect facilities
B&B theme	No theme	Personalization highlights, theme style and Service concept are connected	Pay attention to the humanities and integrate into the local culture, but the homogenization problem also appears constantly
B&B services	Villager spontaneous enthusiasm	The hostundefineds interesting experience, individualized and characteristic service	Adapting to the local culture to increase the sense of experience
Major participants in investment	Villager's spontaneous management	Individual villagers, collectives of villages and towns, operators and investors outside other villages	Government, hotel group, tourism brand, real estate cross-border integration, social capital, crowdfunding, etc.

From the above table (Table 1), we can see that the present situation and trend of B&B have changed from the supplementary option of hotel accommodation to the tourist characteristic attracting destination, and its own size and investment body have shifted from self-employed to supported by group capital. The main function from single to multiple experiences, themes and services reflect the trend of upgrading.

Table2: Ration of male and female& Number of years of B&B operators& Operation mode

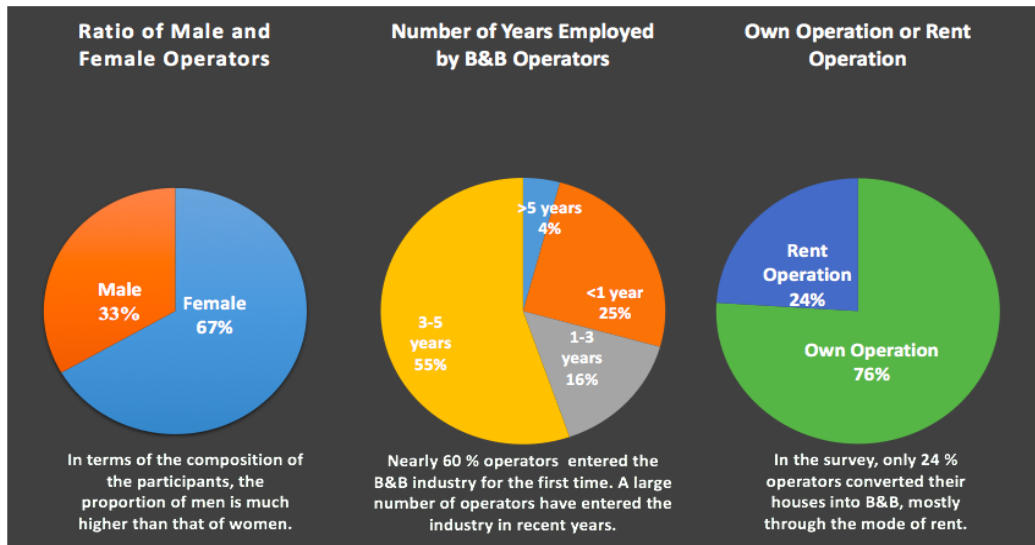
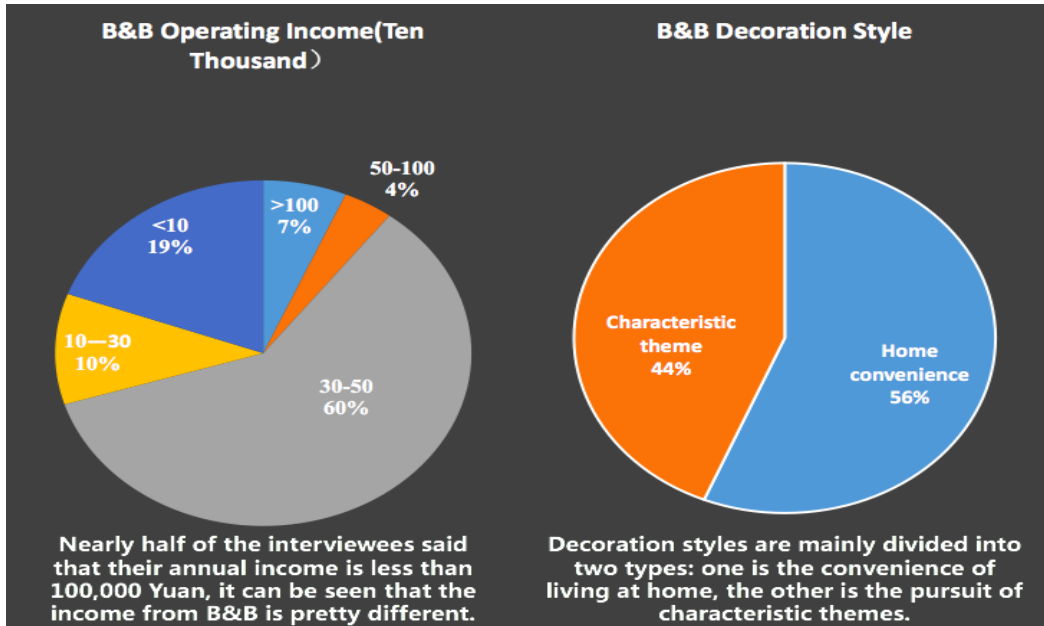


Table 3: B&B operating income& B&B decoration style



According to the survey data (Table2&Table 3), only 33.33% of the housing operators are women. But the male operator is as high as 66.67%. From the operating years, the number of new entrants to the industry is as high as 60%. From this, we can also see that the current B&B market is pretty hot that a large number of inexperienced gold miners enter the market. Only 20% of the properties in which they are engaged in B&B are converted from their own houses. In the form of two landlords, as many as 70% of the landlords can be remade by signing a lease. In terms of the time limit, most housekeepers sign five-year rental contracts with landlords. The return on B&B is not as optimistic as many people think, with nearly half of homeowners saying they earn less than 100,000 Yuan a year, or even just the same as the rent.

## APPLICATION OF FAMILY LIFE CYCLE

Life is a process in which there are youth, middle age and old age. Every era has its own distinctive characteristics and unique way of life. But for B&B, develop attractive products for different customer stages and lifestyles, to find a meeting point with the customer by providing service products that are required at different stages, which can ensure long-term stability of customers and funds as their operating basis. The author reviews the methods used by scholars at home and abroad for the division of family cycles, compares and summarizes (Table 4).and obtains a model suitable for the division of family cycles in this study. Divide the B&B market into the following six parts for market segmentation(Table 5).

Table 4

	A	B	C
1	<b>Division of propose</b>	<b>Division basis</b>	<b>Division mode</b>
2	Wells&Gubar(1996)	Age of family owner, marital status, spouse, number and age of children	1.Single stage (young single and not living with family) 2.Newly-married (childless) 3.Full nest 1 (the youngest child is less than 6 years old) 4.Full nest 2 (the youngest child is over 6 years old) 5.Full nest 3 (the youngest child is married) 6.Empty Nest 1 (children have left home because work) 7. Empty Nest 2 (the child leaves home and retires)
3	Boying Gan(2012)	Age of parents and children	1. Unmarried 2. Young couples (18-34, childless) 3. Young parents (18-34, youngest children 0-7) 4. Mature parents (35-54, the youngest child age 0-17) 5. Mature parents (35-54, youngest children over 18) 6. Mature couples (35-54, childless) 7. Older parents (55 +, youngest 0-17) 8. Older parents (over 55, youngest children more than 18) 9.Older couples (55 +, childless)
4	Chunxiao Xu(2012)	Marital status of couples and the stage of their children's growth	1.1. Single (single / divorced / widowed; childless) 2. Nesting period (husband and wife; childless) 3. Full nest period 1: husband and wife / divorce / widowed; child infant / kindergarten) 4. Full nest period 2: husband and wife / divorce / widowed; children below primary school) 5. Full nest period 3: husband and wife / divorce / widowed; children in junior high school) 6. Full nest 4: husband and wife / divorce / widowed; children go to college) 7. Empty nest period (husband and wife; children have lived independently)

Table 5

Stages of the family life cycle	Age	Marital status	Child growth stage
Student stage	18-25	single	
Single stage	25-35	single	
Honeymoon stage	25-35	married	
Former parent stage	25-35	married	At least one child aged 1-6
Middle parent stage	36-55	married	At the age of study
Post-parent stage	36-55	married/ divorced / widowed/	Children have lived independently

In this study, the family life cycle is divided into six stages based on the marital status and the growth stage of the children as the basis of family characteristics. (excluding life stages over the age of 55) . There are: 1.Student stage; 2. Single stage; 3.Honeymoon stage; 4.Former parent age; 5.Middle parent stage; 6.Post parent stage( Table 5).

## 1. Student stage: the extension of the study period in China

Chinese students go to university at the age of 18 and graduate from university at the age of 23. According to statistics from the Ministry of Education, the number of applicants for graduate school has grown rapidly in recent years, reaching 2.38 million in 2018 (Table 6), an increase of 370000 over 2017 and an increase of 18.4%. Therefore, the average age of Chinese students is 18-25 years. A survey conducted by the Social Survey Center of the China Youth Daily Association on postgraduate studies shows that there are two main reasons why a large number of students continue to study: 1. Ease employment pressure, as far as the current employment situation is concerned, students are under great pressure of employment, the recruitment threshold of the unit is gradually raised, and the requirements for academic qualifications are strict. Therefore, the large number of students choose to avoid the severe employment situation by taking the entrance examination to graduate school, and at the same time, they can improve their academic qualifications. 2. To change major, for the university major is mostly by the influence of parents, can change through the examination for more suitable for their own major, but also for those students who failed in the college entrance examination to re-enter the opportunity to enter the famous school.

Table 6



图1、近4年（2015-2018）硕士研究生报名人数（单位：万人）  
数据来源：教育部

As a result, a large proportion of the 18-25 age group still belongs to the student stage, which is characterized by a limited economy, some of them are already in work but still require the help from their parents. According to Pi & Jing (2016) has a survey of college students showed that they pay more attention to the price, safety, personality etc. The prominent family hotel as their destination for the journey. At this stage, people have a strong willingness to try different accommodation experience, highly dependent on the network, the characteristics of travel is group travel. According to the 2016 consumer group analysis released by Kimiao Short-Rent, 38 percent of Chinese B&B bookings from the age of 18-25



years, mainly among the younger generation. Of these users, 42% have the flexibility to spend about 600 yuan a month. Therefore, the B&B market for university students should collective accommodation needs of two, three, four or even more than a dozen people. Such as, whole rent and single rent will increase the attention of these people.

## 2、 Single stage

According to Tuniu's <single Tourism Consumption Analysis 2017>, Chinese single population is as high as 200 million, which is equal to the combined population of Russia and Britain. Tourism is one of the most popular leisure and consumption methods for single men and women. In addition, basic on the latest Mintel (2017) report <Marketing for single consumers China 2017>, 61% of single consumers are most interested in movies / TV, followed by travel 56% and exercise and fitness 48%.Tuniu's monitoring data show that the main force of single tourism is mainly between the ages of 26 and 35, and the monthly income of this group is mainly concentrated in the 6K-10K, accounting for 42.84 percent, and the consumption habits are between moderate consumption and advanced consumption, more enthusiastic about socializing. What can not be ignored in the single group is the tourist consumption ability of single women. A market survey for British hotels found that 40 percent of customers lost their services to women (Frank , 2010). This group of customers has a higher income and a low burden on their families, most of the well-educated professional women pay more attention to details, atmosphere and sense of security, most will choose to go out together on holidays, relax body and mind as the main purpose and rely on a big portal's comment on the websites. Therefore, in the B&B market for single men and women need to consider the price moderate, more social needs. It is the key to create a safe and healthy living environment for single women market.

## 3、 Honeymoon stage

The married young couple, between 25 - 35 years of age and childless, disposable income for leisure is higher. Young couples at this stage pursue a sweet world of two, therefore tend to pay more attention to romantic tourist destinations, and choose resorts with high standards of reception facilities, the tourism consumption ability is strong. Willing to try a new type of accommodation experience, in order to ease the pressure of work, promote mutual affection, more attention will be paid to the "privacy" of residential accommodation.

#### 4、 The former parents' stage

The married young couple, Between 25 -35 years of age, with children ranging from 0 to 6 years of age. This phase is the peak period for household goods purchases, which have less disposable income for tourism. Combined with a large number of travel items for children, they focus on short trips, cultivating children's perception of the outside world is a key factor in traveling. According to the investigation, the market for online parent-child travel is estimated to reach 20.79 billion Yuan in 2016, and parents' needs for children aged 2 to 6 tend to be based on their children's perception of nature and rural farming experience almost 2 to 3 days, the experience includes manual DIY, parent-child interaction and natural sightseeing. This group of customers is more concerned about accessibility, the safety of accommodation and child participation which can attract target customers by improving their physical fitness, hands-on ability and enjoying with children's time. For example, to develop more characteristic extended parent-child activities in the B&B agglomeration area, and to develop their own competitive advantage by offering accommodation discount to different families.

#### 5. The middle parents' stage

The married / divorced / widowed, the age period is between 36 and 55, the children are in the middle school or high school stage, and they face the pressure of going to school and the pressure of exam. Travel times are chosen for weekends or vacations, and tend to be educational destinations that enhance the relationship between parents and children. In view of this customer group, the rural folk culture can be taken as the core. Development of "small and refined" and other efficient experience forms of parent-child's B&B. Such as can develop a student market dominated by study tours to create unlimited happiness for families in a limited time.

#### 6. Post-parental stage:

The married / divorced / widowed, the children are independent and the family is empty nest situation. Couples are also nearing retirement, have more independent time, travel disposable income increases than before. These groups have a unique yearning for the quiet and comfortable life in the countryside or have had memories of living in the countryside, the current state of life is relatively simple, and the circle of friends gradually shrinks (Zhang&Jin,2016). Therefore, the new trend of "B&B+ Pension" has been proposed. In the face of this kind of such a situation, the scattered operation should be avoided and move the concept of community in the city to the rural areas, form a cluster community for the pension community. At the same time, supporting service systems and facilities and equipment systems should be taken into account. For example: college for the elderly, activity room, canteen, etc (Chen,2017).

## CONCLUSION

In this article, the author takes the method of collecting information to study the B&B market in the domestic. Facing the reshuffle period of the B&B industry, the goal is the sustainable management of the B&B industry. Through the summary of previous scholars, using the life cycle of the family to subdivide the domestic B&B market, there are six life cycles, which includes student stage; Single stage; Honeymoon stage; The former parents' stage; The middle parents' stage; Post-parental stage. According to the characteristics of each stage, the B&B operators can better judge their own strength and find the target customer groups. Thus the targeted sales of B&B products to achieve the purpose of sustainable management.

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# THE SPECIAL UTILIZATION OF CASTLES IN TOURISM – FESTIVALS IN THE HERITAGE SITES

**Judit Péterfi<sup>1</sup>**

**Abstract:** In Hungary, there are a large number of built heritage. Of these, this current research focuses on the castles. Nowadays castles can be filled with many functions, such as schools, common lodging houses, hospitals or residential buildings. The most optimal form of usage is tourism utilization, such as museums, hotels, event venues. Organizing festivals is also a tool for this, it generates revenue for the castle, and makes it widely available to enhance the visibility and acquaintance of the venues. A festival is also intended to suffice the needs of tourists and local people, and these castles provide a suitable scene for this. Thus, the current research aims to present and evaluate the form of utilization of castles in which festivals are organized. The study aims to answer the research question through several case studies, that festivals contribute to the survival of the castles as they generate revenue and create more attractive destinations. To answer this question, a primary research method is needed where interviews with the owners of the venues and the festival directors come to the fore. In addition, the available secondary data are required that numerical support the generated revenue and number of visitors alike. In the end, the research will be carried out where both the utilization of the castles and the festival tourism will be of paramount importance and a joint impact assessment will be implemented.

**Keywords:** castle utilization, tourism, festival, heritage

## INTRODUCTION

These days a special attention is paid in Hungary to monument buildings and their utilisation. Utilisation can happen in several ways, in social care, education, and as a residential place or touristic venue. Accordingly, these buildings are important parts of heritage tourism as well. The utilisation of the buildings – besides carrying an economic potential – is also important in monument protection, as this way buildings are preserved. In Hungary, in line with the expectations of the European Union, a great deal of attention is paid to built heritage, and a number of (tenderable) resources are available for the preservation of the buildings and their development.

This research deals with the use of the castles in tourism in which special attention is paid to the buildings, but only as venues of festivals. The aim of the research is to introduce and evaluate this kind of utilisation of the castles. Thus, the research

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question is whether festivals contribute to the survival of the castles as they generate revenue and create more attractive destinations.

The interdisciplinary character of the issue is proven by the fact that both castles and festivals are integral parts of tourism. In this field we must mention the activity by Victor Turner, as he summarised the theoretical foundations of festivals and tourism (Turner, 2002). Urry, on the other hand, approached the relationship system of tourism and festivals from the practical side, on the basis that gaining experiences at tourism destinations is the main motivation when visiting festivals (Urry, 2002). Several researchers have also been active in the area of cultural heritage and monuments (including, among others, Marosi E. 1996 and Deme P. 2007), but the work by Gábor Sonkoly must be selectively mentioned: he created the conceptual and spatial system of cultural heritages (Sonkoly G. 2000).

The effects of the utilisation of castles – having an impact on both the economy and settlements – are in the research focus of several researchers, including, among others, Adrienn Nagy (2010, 2013), Csaba Fekete J. (2016) – and also me on the basis of these activities (Péterfi J. 2015, 2017).

## **METHODS**

Answering the research question requires methods in which both the processing of secondary data and the collection of primary information are emphasised. As regards secondary data available, we have no access to data concerning the numbers of visitors to festivals. Statistical databases only contain data at aggregate settlement level, and so – and also because there is a significant volume of non-measurable demand, due to some festivals that are free of charge – I was not able to use these pieces of information concerning visitor numbers. Although the organisers possess estimated or exactly measured data, they usually do not make them available, or simply deny the provision of data. Consequently, under the heading ‘secondary data’ I mean programme offer available on the internet, technical literature, and the relevant legal regulations. I was able to use as a primary source, on the other hand, self-made interviews with festival organisers and owners of the castles. The deficiency of my research is to be found in non-available secondary data and in the missing questionnaire survey of the guests. The literature available, however, eliminates much of the deficiency of this present paper. As the literature mentioned – including the doctoral thesis of János Zoltán Szabó from 2011 – examined a number of cultural festivals, the demonstration of the festivals in my paper can be taken as a kind of supplementation, upgrading and correction. The analysis of festivals organised in Acsa and Nagykovácsi are focal parts of the research, correlating to all other festival in Hungary that are organised in castles or monument buildings. During the interviews made I had the chance to talk to the organiser in

Acsa (Attila Alföldi), but I was unable, unfortunately, to get in touch with the owner of the castle (National Wealth Manager). However, as it is a castle in the ownership of a larger organisation, the viewpoint of the owner is known. In Nagykovácsi I was able to interview the owner of the castle (Hungarian Scout Association) as well, and so interests of the owners could also be focused on during the research. On the basis of the primary data available I made an evaluation of pros and cons in the settlements, which is the central part of my research.

## **RESULTS**

### Castles and their utilisation

On the basis of the literature available, the first task of the paper is to clarify the relevant concepts. The first such concept in the relationship between castles and tourism is castle itself. “Today, we describe mansion/castle as a residence of the former aristocracy, built in rural, park-like surroundings, which has a large-scale, complex layout and is a varied, picturesque massive residential building” (Koppány, 1974). These buildings belong to the category of our cultural heritage because their value is equally formed, as a cultural value and additionally, a built, tangible heritage of ours. These buildings can be found in several places in Hungary, owing to the colourful historical past of the country. The primary objective of the construction of castles varied across the different ages, and so the fortress castles and mansions that we inherited are all parts of the built heritage of Hungary. A brief historical overview of the buildings examined is also necessary for us to understand present processes, including why these buildings are suitable venues for different festivals.

Due to past events the number of Hungarian mansions has diminished over the years. The first major changes took place during World War II. The war caused enormous damages to the buildings, not only because of the military actions and bombardments but because of the fact that they had been subject to war operations and served as military objects (armoury, base etc.) for many years. Even those buildings that survived were doomed, once the process of collectivisation started in Hungary (just like in other countries under Soviet influence). Before the war, more than 1,500 castles and mansions were maintained in the country and supplied by their own land, but after the war, these buildings were given to state ownership, with many damaged and plundered lands and with approximately 4,600 km<sup>2</sup> of moor parks and gardens, which was not sustainable (Fekete, 2016).

Unfortunately, the state gave these buildings new functions that the mansions were totally incompatible with. They became cemeteries, offices, military headquarters and social care homes. We could find numerous examples when the government

entirely left some mansions to their own devices, unchecked and after some years, the buildings were on the edge of total decay, but there are also pieces of evidence for cases when the estates lost their former beauty, due to the constructions required for their new functions, but their survival was at least assured.

On the other hand, these partly regrettable events also led to the birth of the Hungarian monument protection in the middle of the 20<sup>th</sup> century. One of the first such organisations, The National Monument Protection Inspectorate, preserved approximately 800 castles and mansions, out of which many have been disclaimed due to severe deterioration (National Monumental Inspectorate, 1960). With the improvement of the economic situation, some improper functions were removed from several mansions, and usage of the building became limited because of the preservation of the monument.

These challenges brought the first mansion programme to life in 1981, namely the Economic Committee Mansion Programme, which included the restoration of 72 monuments – out of which 22 were mansions (Petraich, 1996). In 1992 the State Stewardship of the Monuments (MÁG) became the trustee of state-owned mansions and set up a programme the aim of which was to transform the mansions into a tourist scene (Fekete, 2016). In 1997 the list of monuments was enlarged as part of the Act No. LIV of 1997 on Monument Preservation, the Monument 2000 was drawn up and an archive of the exploitable heritages was produced. In 2000, the project of the National Mansion Programme was adopted and the Millennium Mansion Programme provided additional resources for the MÁG (Berger, 2001). The Mansion Programme in 2004 was a similar measure, where there was already an attempt to involve private capital with state aid, with the aim of opening the re-established mansions to the public (Mansion Programme I, 2004). However, it was not the largest change that year. Hungary gained membership to the EU, which basically changed the conversion trends of the mansions on the financing side.

As for the utilisation of the castles today, it can be said that due to the monumental nature of castles, they can be perfect for housing ethnographic museums and exhibitions. This form of conversion is the most suitable, since the building does not deteriorate any further this way and it can preserve its heritage value. Of course, more forms of usage are suitable for castles and mansions, such as cultural houses, archives, or event centres. Turning mansions into tourist destinations (mansion hotels) can perhaps be regarded the most appropriate form of conversion since it serves a similar function as their original function. A cost-effective conversion plan may, in many cases, be a hindering factor in tourism utilisation, as the premises cannot be taken apart, rebuilt, only minor modifications can be made, no drastic adjustments are possible. Of course, we must not forget about mansion conversions made for social purposes, where mansions are turned into children's homes, psychiatric institutions, hospitals and educational establishments, such as the



Pallavicini mansion, located in Somogy county, which was turned into a teaching hospital. There are some obvious problems with that sort of conversion, for example, it makes the mansion more difficult to visit and its maintenance becomes much more expensive. When converting the building into a hospital, the high level of hygienic expectations, which often hindered this type of conversion, became a separate obstacle (Péterfi, 2015).

On the ground of these main categories (tourist, social, educational and other, for example residential), the organisation of festivals in castles is definitely in the framework of their use in tourism, the analysis of which form of utilisation will be done in this paper.

## Festivals

In the clarification of the concept of festivals, among others Alessandro Falassi made a remarkable impact. He defined the essence of festivals as follows: “In the social sciences, festival commonly means a periodic celebration composed of a multiplicity of ritual forms and events, directly or indirectly affecting all members of a community and explicitly or implicitly showing the basic values, the ideology, and the worldview that are shared by community members and are the basis of their social identity” (Falassi, 1997). Falassi went on to make the definition more accurate, in which he emphasised that the essence of festivals is in repetition, in celebration, in rituals, in the basic feeling of the community and also in identity. In Hungary we find several types of festivals (like art festivals; amateur art and “ascending competitions”; gastronomic festivals; other non-artistic festivals etc.) and almost all of the Hungarian settlements can boast of one or another type of festival (e.g. Village Day).

The history of the birth of modern times cultural festivals started at Woodstock, especially if we are looking for the predecessors of today’s popular music festivals (Sziget, VOLT, Sound etc.). But the festival mentioned, organised in 1969 near New York, made a lasting impact not only in its own style but it also founded the model of festivals. It suffered from organisational problems, ended with a deficit as a negative effect of entrance free of charge, but it also created a sample for celebrating community building, recreation and the gaining of new experiences. The iconic Woodstock festival can also be taken as a mild rebellion against the system (open consumption of drugs, hippies), still it contributed to the birth of cultural festivals.

The first art festival in Hungary was the Szeged Open Air Festival in 1931, although the Busó Festival had already been born in the 1700s, as the oldest cultural festival surviving from a folk habit with traditional historical past (Szabó J. Z. 2011). If we want to break festivals down into several groups, we can create a triple system: the group of entertainment events, community events and

competitions/contests. Breaking down community events further we can talk about social programmes, holidays, folk holidays, village days and church festivals, so they make a quite mixed category (Bárdosi et al. 2004). The typically one-day events like village days and church festivals are not registered by literature in the cultural festival category, as not all of the necessary conditions have been created yet (Szabó J. Z. 2011). I can only partially agree with this statement, as in the background of the organisation of village days and church festivals we usually find the cult of the patron saint of the respective settlement, or other religious reasons, and so they can be fully matched with cultural heritage and the preservation of culture, accordingly they can be considered as cultural festivals. Village days and smaller-scale events are also important because both festivals analysed in this paper belong to this category, and also because the similar researches implemented usually neglect smaller-scale events, and so this paper can shed a new light on the research of festivals by the introduction of the case studies.

#### The case studies

An irreplaceable part of the paper is the acquisition and use of primary data. For this purpose I made two case studies, including making interviews in Acsa and Nagykovácsi. The reasons why I chose these two villages is the large number of data available on the internet about their events and also about their castles, furthermore, the kind assistance of the organisers and the owners allowed me to access background information that are indispensable for the research. As I have already mentioned, the owner of the castle situated in Acsa is National Wealth Manager, whom I was unable to contact, but their viewpoint and interest representation, being a state organ, is clear-cut. We cannot neglect a brief introduction of the settlements and the castles in this paper.



**Fig. 1:** Prónay Castle

Source: <https://www.szepmagyarorszag.hu/>



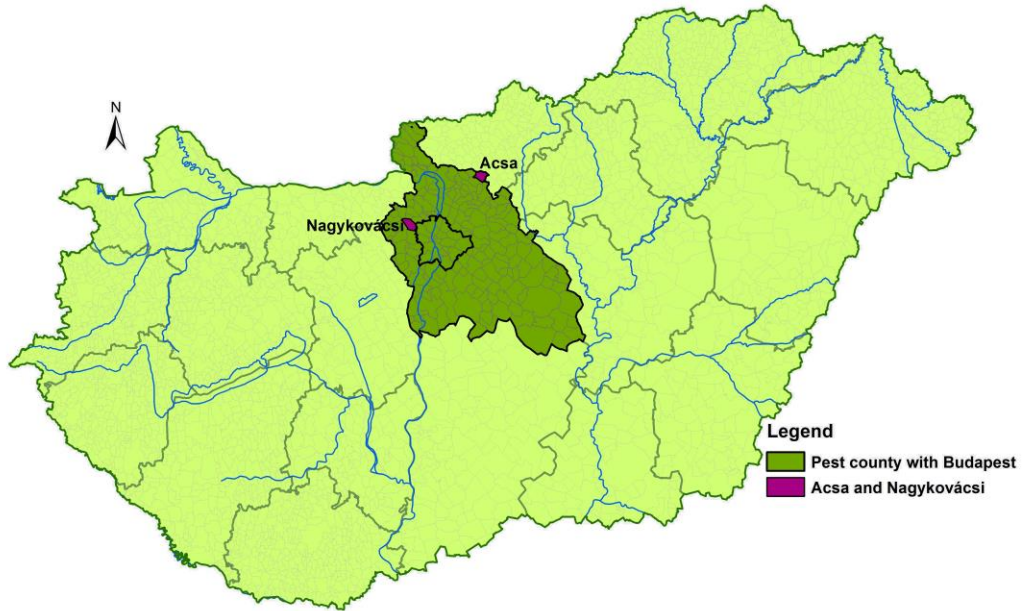
**Fig. 2:** Teleki-Tisza Castle

Source: <https://teleki-tisza-kastely.hu/>

Acsa is a settlement with 1,416 inhabitants in Pest county where traditional habits are very important. The village is home to Prónay Castle (Fig. 1), a building erected in 1740 in baroque style and now protected by the Act on Monument Protection. The castle, unfortunately, cannot be visited (it has no function), it is open to visitors during the times of events, only. The building was awarded support from the GINOP (Gazdaságfejlesztési és Innovációs Operatív Program, Economic Development and Innovation Operational Programme) announced in 2015, and so renovation works are going to be started soon, thank to the European Union and the Government of Hungary (<http://www.acsa.hu/>).

Nagykovácsi is a settlement with 7,255 dwellers also in Pest county. An interesting feature is the lack of passing traffic: it is a dead-end settlement. The Teleki-Tisza Castle that can be found here (Fig. 2) was built in classicist style in 1840. This building too is under the effect of the Act on Monument Protection and cannot be visited, except for the times when events are held. The castle, anyway, is a totally renewed building, refurbished in 2018, using finances from the European Union support through KEOP (Környezet és Energia Operatív Program, i.e. Environment and Energy Operational Programme). It is owned by the Hungarian Scout Association that operates the castle as a non-public event centre – for conferences, wedding ceremonies and scout programmes (<http://nagykovacsi.hu/varazskastely>).

The two castles in the focus of the paper are thus different not only in ownership but also in the functions and conditions of the buildings, still they are similar to each other, as both buildings are home to local programmes: in Acsa the so-called “Ganca day” (ganca is a special local dish), in Nagykovácsi the Varázskastély Fesztivál (Magic Castle Festival) is implemented (Fig. 3).



**Fig. 3:** The geographical positions of Acsa and Nagykovácsi

Source: edited by the author, 2018

### Festivals in the heritage sites

My primary research question was how much a heritage site (a castle) could be suitable for the organisation of a festival. I sought the answer to this question in the technical literature in the first place and on the basis of this I looked at the relationship between the festivals analysed in the case studies and the castles. Klaic said in 2002 that “[...]Afterwards, festivals rediscovered and re-appropriated hundreds of churches, castles, fortresses and other places of cultural heritage to infuse them with traditional and contemporary arts, to reveal them as places of collective memory” (Klaic, 2002). On this ground festivals held in castles are positive phenomena, filling up the heritage sites with arts and thereby turning them into a place that contributes to the strengthening of collective memories and community identity.

Parallel to this, Vabres said that “A place without projects becomes extinct” (M.R.D. Vabres 2010). In addition to preserving the cultural heritage, it is the responsibility

of the maintainers to make known the inheritance and to involve them in educational and cultural processes. Concerning this, my preliminary idea was that this way of the utilisation of castles may bring about several advantages, including becoming a tourism attraction, extension of the tourism season, growing interest and attention, better recognition of the place and the strengthening of the connections of stakeholders.

In addition, I also presumed before the start of the primary research that the interests of the actors in the network were different. In my opinion, the organisers would like to have a good programme in a beautiful and cultural environment, but the building itself is not a significant factor for them (from preservation and amortisation aspect). As regards the owners, I assumed that they expected more recognition of the castles and higher revenues, but for them the building itself and its protection matter much more. The other interesting issue is the financial background of these events. Such festivals are usually organised with state and local support, often also including volunteers. This was also the case at the festivals in the case studies; also, revenue generation was not among the prime objectives of the organisers. Actors of the festivals examined were not only the owners, the organisers and the supporters but also the visitors (being the most important participants in the network and mainly local inhabitants), artists, catering, service and all other staff.

My preliminary assumptions and the findings of the technical literature were not much modified by what I heard in the interviews, but I was given several interesting facts and data that allowed the making of a pro and cons examination from both sides. First I wanted to hear the opinion of the owners, which is best summarised in Table 1.

**Table 1:** Pros and cons from the owner’s point of view

<b>Pros</b>	<b>Cons</b>
<ul style="list-style-type: none"> <li>• Generally the castle cannot be visited but at the time of the festival it is open</li> </ul>	<ul style="list-style-type: none"> <li>• Amortisation (stage construction, garbage)</li> </ul>
<ul style="list-style-type: none"> <li>• Better relationship with the local management</li> </ul>	<ul style="list-style-type: none"> <li>• The owners give the staff and the necessary equipment</li> </ul>
<ul style="list-style-type: none"> <li>• Growing reputation and interest</li> </ul>	<ul style="list-style-type: none"> <li>• Feeling a little political pressure</li> </ul>
<ul style="list-style-type: none"> <li>• Returning guests</li> </ul>	<ul style="list-style-type: none"> <li>• No revenue (free festivals)</li> </ul>
<ul style="list-style-type: none"> <li>• Charity</li> </ul>	<ul style="list-style-type: none"> <li>• Complicated organising work</li> </ul>

Source: edited by the author, using the interviews, 2018

As it can be seen from the summary of the table, offering a castle as the venue of a festival brings several negative and positive consequences to the owners. As said by the owner of the castle that can be found in Nagykovácsi, the only reason why they

allow the programme to be organised there (Magic Castle Festival) is the intention to have a good relationship with the local leaders and so they experience this as a kind of political pressure. This festival is organised by the municipal self-government that pays a minimum amount of rent. No other similar public event than this festival is held in the castle. The amount of rent does not cover the expenses like the costs of the staff and the furniture, protection of the venue and hiring animators, and so – also because entrance to the festival is free – the festival generates no revenue for the castle. The festival does not contribute to the utilisation of the castle (external catering businesses, handicraftsmen and city restaurants are present), it has more disadvantages: the stage erected is a stress for the park of the castle, as are littering, the 20 nm<sup>2</sup> bouncy castle and the large number of trucks. Visitors of the festival are usually local residents (who are shown around free of charge) who may return to the café several times but do not contribute much to the profit of the castle, the purpose of the visitors from all over the country is the sheer visit to the building. To summarise the opinion of the owners we can say that the organisation of such an event in the castle and its park is only worth it if done by the owners themselves and they can charge the visitors a minimum entrance fee, because it is a great responsibility and work to let so many visitors into a castle, especially one that has just been totally renewed. So we may reasonably ask whether the original function of the castle is compatible with the festivals or not.

**Table 2:** Pros and cons from the organiser's point of view

<b>Pros</b>	<b>Cons</b>
<ul style="list-style-type: none"> <li>• Generally the castle cannot be visited but at the time of the festival it is open</li> </ul>	<ul style="list-style-type: none"> <li>• Keeping in mind the interests of the owners</li> </ul>
<ul style="list-style-type: none"> <li>• Better relationship with the owners</li> </ul>	<ul style="list-style-type: none"> <li>• Lease payment and take care of the service and some equipment</li> </ul>
<ul style="list-style-type: none"> <li>• A nice environment</li> </ul>	<ul style="list-style-type: none"> <li>• Complicated organising work</li> </ul>
<ul style="list-style-type: none"> <li>• Interested and returning guests</li> </ul>	<ul style="list-style-type: none"> <li>• No revenue (free festivals)</li> </ul>
<ul style="list-style-type: none"> <li>• Low rent, state subsidy</li> </ul>	<ul style="list-style-type: none"> <li>• Protect about the environment</li> </ul>

Source: edited by the author, using the interviews, 2018

The second table (Table 2) summarises the advantages and disadvantages as seen by the organisers. What I have already taken as positive effect as seen by the owners and what is positive concerning the situation of the castles as well is the fact that buildings are open to the visitors for the time of the programmes. Another definite advantage is the strengthening of cooperation between stakeholders and the local inhabitants. Further positive effects that must be mentioned include – verifying my previous hypothesis – is the beautiful and picturesque setting offered by the castle

that raises the prestige of the festivals. Organisers see it as an advantage that programmes may increase interest in the castle and also the programme, so they expect to win returning guests. The most important advantage – besides providing a suitable setting for events – is of course the minimisation of financial inputs, which is usually realised because they can rent the castle for a minimum amount of money (or free of charge), supplemented with state supports and offerings.

The disadvantages on the side of the organisers are also clear-cut: they include the difficulties of cooperation with the owners (legal obligations and individual interests must be continuously considered and reconciled), and there is a complicated organisational activity behind the implementation of such an event. If rent must also be paid, this is another disadvantage for organisers who also have to provide services and equipment. The protection of the environment is another difficulty many times, as for the organisers the castle is not a protected monument building but a high-quality venue where the environment must be rigorously taken care of. The most serious disadvantage – as in the case of owner as well – is the lack of revenues, as these are festival free for everyone and expenses are usually covered from supports.

The organiser of festival held in Acsa emphasised, besides the facts mentioned above, that the Ganca Festival, celebrating its jubilee, is visited by 350 visitors this year, 80% of whom are local inhabitants. Financial support is provided by the financing of the municipality, offerings of local entrepreneurs and retailers, public workers, local non-governmental organisations and the contribution of two ethnic minority self-governments. When placing the festival in the castle the primary motivation for them was to have the event in a beautiful setting in a prestigious place, the milieu of the castle was attractive, and they also emphasised that the owner (National Wealth Manager, Buda Castle Property Management Ltd.) allows the utilisation but does not impose any restrictions other than meeting the legal obligations concerning the protection of the building. During the interview it also turned out that the function of the castle and the goal of the festival cannot be reconciled at all, and the event does not contribute the least to the utilisation of the castle. My research question then may be reasonably asked again: what consequences a festival held in such a monument setting has, i.e. the enrichment of the castle with such functions contributes to the adequate utilisation of the castle or not.

The reviews of the literature and the findings of field work, interviews made it clear for me that the utilisation of castles in this way does not contribute to the maintenance of the buildings. On the other hand, the buildings and the festival have a milieu that promotes the propaganda and utilisation of the buildings (if the buildings are not used already). In my opinion one of the biggest advantages may be the birth of a multilateral cooperation during the organisation of such an event among the organisers, the owners, the entrepreneurs, the non-governmental organisations, the visitors and all other participants which is unique and necessary for

the implementation of such a festival in way that the protection of the monument building is also secured. Interests are conflicted many times, but as long as the most important aspect for all stakeholders is to keep the castle and the park around it intact (but also open to the public), this is a feasible way of utilisation.

As regards the future of the festivals in the two case studies and of the castles, the situation is more complicated, because – as I have already mentioned – the Teleki-Tisza Castle (in Nagykovácsi) was completely renewed this year, and so the owner (Hungarian Scout Association) is not happy about this way of utilisation. The Prónay Castle (in Acsa) is going to be completely renewed in the near future, which may prevent the organisation of the festival later on. I find it important that each participant should do their best to find solution acceptable for all, in a way that is not disadvantageous for the guests of the festivals (and for the protected buildings either).

## **CONCLUSION**

The ultimate achievement of the paper is the definition of positive and negative effects in the process of the utilisation of castles as festival venues. During the research the primary survey method of interviewing had an outstanding significance. These interviews provided data that demonstrated the conflicting interests among the different stakeholders. When looking for the answers to the research questions specified in the paper, new results have been achieved which reinforce the fact that any kind of utilisation of castles contributes to the preservation of the built heritage, and that the most suitable way of their utilisation is tourism.

In addition, the paper makes statements the verification of which is justified by the interviews, but the involvement of further stakeholders (visitors) in the research is also necessary. During further research, the examination of the statement that the organisation of festivals in monument setting will generate revenues and create a more attractive destination from other aspects might be suitable for the reconciliation of the conflicting interests of the interviewees.

The specialty of the paper is the examination of festivals that have not been analysed by academics so far, and so it deals with a new territorial aspect. Also, the assessment of the impacts of smaller-scale, one-day events is innovative.

During the research done so far, the paper demonstrated, mostly agreeing with the statements of the literature, the situation of castles and festivals in Hungary and the relationship between them. Besides the complicated organisational activities of festivals held in heritage sites the paper also highlighted conflicting interests of organisers and owners. The findings of the interviews made it clear that owners are reluctant to lease their buildings for such purposes, in fear of high amortisation danger and due to the lack of revenue, and so for them the primary goal is the



protection of the castle. In addition we can also see that for organisers the venue is important because they make the festival more prestigious; they do not care much about the protection of the castle building, though.

Further research tasks include the discovery or invention of good practice, as the multilateral cooperation is in vain if the present attitude of the owners is determined by some involuntariness. Also, the research should be extended to local inhabitants and visitors as well, in order to find how important the venue is for them when deciding to visit a festival. Examinations should be extended to other fields as well, in order to get an even more comprehensive picture of festivals organised in heritage sites: castles.

### **Acknowledgements**

This publication/research has been supported by the European Union and Hungary and co-financed by the European Social Fund through the project EFOP-3.6.2-16-2017-00017, titled “Sustainable, intelligent and inclusive regional and city models”.

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# GEOTOURISM IN BOSNIA AND HERZGOVINA - STATE AND DEVELOPMENT PERSPECTIVES

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**Abstract:** Geodiversity presents overall diversity of relief shapes, processes and the diversity of landscape. It basically consists of geological, geomorphological and pedological diversity. The most interesting for tourism valorisation are karstic areas that cover over 50% of the territory of Bosnia and Herzegovina. When it comes to geoparks, it is necessary to emphasize that such forms of protection have not yet been established in Bosnia and Herzegovina. The European Geopark Network exist since 2000 and currently there are 140 geoparks in the 38 countries in Europe. Three geoparks stand out in our region; in Slovenia, Idrija and Karavanke (together with part in Austria) and Papuk in Croatia. Their main goals are promotion of geoheritage, protection of geodiversity and support of economic development through geotourism, with the inevitable participation of local communities. In the meantime, this initiative has been raised to a global level by including these areas in the newly adopted UNESCO program - International Geodetic and Geopark Program, which now has over 130 parks in 33 countries of the world. In our country, Blidinje Nature Park and the Protected landscape of Bijambare, have potential for becoming geopark. These parks would be based on promotion of the geological heritage, the geodiversity of the karst zone of Bosnia and Herzegovina, preservation of biodiversity and the protection of specific karst hydrography of this area. The plan for protecting these areas and potential admission to the European geopark network should primarily be based on a new legal framework and a plan that would include sustainable development of geotourism in Bosnia and Herzegovina.

**Keywords:** Bosnia and Herzegovina, geodiversity, protected areas, geotourism, sustainable development

## INTRODUCTION

An integral part of geotourism is geodiversity and geoheritage. Geodiversity is the overall diversity of relief forms and processes and the diversity of landscapes on the earth's surface and underground, including their characteristics, relationships and systems. It basically consists of geological, geomorphological and pedological diversity (biodiversity, geodiversity and pedodiversity). Geoheritage describes important elements of geodiversity and landscape diversity, which can be categorised according to its scientific, educational, educational, cultural-historical, economic and touristic significance. As products of the mentioned process of allocation of specific geospatis, geolocities and geoparks are distinguished. The

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most valuable element of geodiversity is geosite. It is the smallest and most basic type of site in the evaluation of geodiversity, and there are many different definitions. One of the most accepted of those definitions states that geosites are parts of a geosphere that are of particular importance for the understanding of the history of the Earth, that is, they are spaces of specific geological and geomorphological forms and processes that have scientific, cultural, historical, aesthetic and socioeconomic significance. The best definition of a geopark is given by the European Geopark Network, which implies that it is a space with well-defined boundaries that contains exceptional and specific elements of geodiversity and geobility, within which geotourism is developed in cooperation with the local community.

## TERMINOLOGY AND THEORETICAL FRAMEWORK

In order to give a comprehensive picture of geotourism, it is necessary terminologically to look at all the constituent elements within the theoretical framework of geotourism. In addition to geodiversity, geosites and geoparks, we have a number of other elements related to this topic.

An inseparable part of the story of the protection of geonavers is landscape diversity. Landscape is a part of the space / land that develops in time under the influence of natural processes and human (European Landscape Convention, Florence, 2000). Landscape is the final product of differentiation of basic natural elements (geological structure, relief, soil, climate, water and vegetation), which are influenced by anthropogenic processes, primarily land use, and time is an essential element of transforming natural elements in space.

Natural diversity is today often misunderstood as meaning only biological diversity (biodiversity). Without geographical diversity, there would be no biodiversity in the form we know today. Therefore, the geographic approach to landscape research and natural diversity includes all natural elements and their interrelationships as interactions within the geographical envelope – this includes interactions between the lithosphere, the atmosphere, the hydrosphere, the pedosphere and the biosphere. The importance of geo-heritage / natural heritage was recognized by the United Nations in 1972, with the World Heritage Convention held in Paris. The UNESCO World Heritage Convention defines natural heritage as:

- 1) Natural phenomena composed of physical and biological forms of exceptional universal value from an aesthetic or scientific point of view
- 2) natural sites or precisely limited natural areas of exceptional value from an aesthetic, scientific or security point of view

Nature conservation can be defined as a set of strict measures and procedures to exclude negative anthropogenic impacts and to preserve extremely valuable parts of nature. The best example is strict reservation. Nature protection is a milder form of protection than nature conservation, and is a set of measures and procedures aimed at preserving the natural values of an area, which includes:

- 1) mitigating and preventing negative anthropogenic impacts
- 2) the restoration of damaged and devastated parts of nature
- 3) the sustainable use of natural resources

The basic, smallest and most valuable element of geodiversity, as stated in the introduction, are geosites. Geosites are characterized by certain, usually homogeneous geological and geomorphological characteristics, recognizable by forms that are a result of geological, physico-chemical, biological and anthropogenic factors that directly or indirectly influence them through geological and geomorphological processes. It is important to emphasize that these are spatial units that can be geographically quantitatively and qualitatively described. Essentially it can be a site or an entire landscape (geomorphological area). Examples include lonely rocks, peaks, small caves of less than 1000 m<sup>2</sup>, polygonal geocities of more than 1000 m<sup>2</sup> and stripline geosites e.g. parts of the coast, river streams / troughs, structural slopes or large cave systems (where protection would mean both above and under ground). The evaluation of geodiversity is an extremely complex and comprehensive process that distinguishes five groups of values (Buzjak et al., 2017):

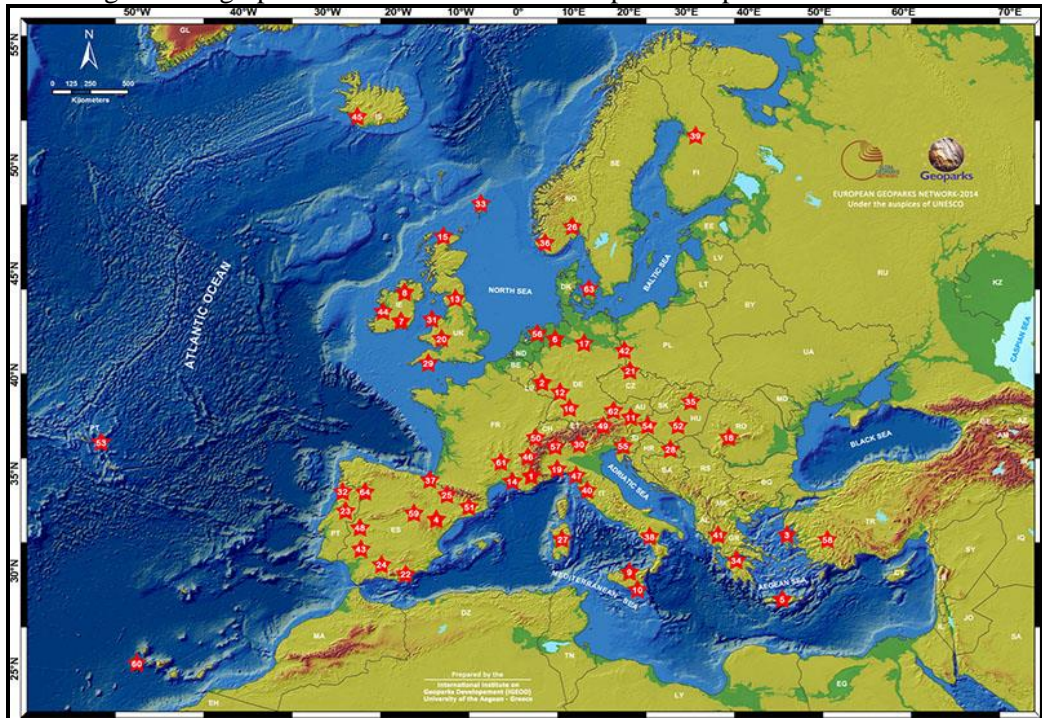
- 1) Real value:  
"things" are valuable by themselves or valuable to people
- 2) Cultural and aesthetic value:  
the value society gives to the physical and geographical features of the environment because of its importance for an individual or community. It has several levels: cultural value and "geomytology", archaeological and historical-geographical value, spiritual value, sense of belonging to the place, and aesthetic value
- 3) Economic Value:  
e.g. The economic value or gain brought by tourism
- 4) Functional value:  
determined by the role of geological and geomorphologic elements in the ecosystem and human society
- 5) Scientific and educational value:  
geologic conditions favorable to scientific research and field observations

All of these values are an extremely important basis for the development of geotourism as an independent tourist product in addition to ecotourism, extreme sports tourism and the like.

UNESCO's specialized UN agency first introduced and elaborated on the concept of a protected geographic area.

The European Geopark Network was established in 2000 with the signature of representatives of four European countries (France, Greece, Spain and Germany) (Zouros-Martini, 2003). Today the European Geopark Network has 71 geoparks in 23 European countries.

Fig. 1.: Geographical distribution of the European Geopark Network



Source: <http://www.globalgeopark.org> (accessed 03.10.2018.)

In accordance with the Charter for the allocation of geoparks, it is stated that they need to (Gray, 2004):

- 1) Include one or more geosites of scientific significance for geology and geomorphology, as well as for archeology, ecology and culture;
- 2) Have a management plan that supports the sustainable development of geotourism and sustainable socio-economic development;
- 3) Provide resources for comprehensive education;
- 4) Being part of a global network.

The Charter goes on to further define geopark: The European geopark is not only a set of geosites, but also a territory with a specific geo-space and a self-sustaining territorial development strategy. Geosites must have a specific values of European significance in terms of scientific quality, rarity, aesthetic impression or educational value (Vasiljević, 2015).

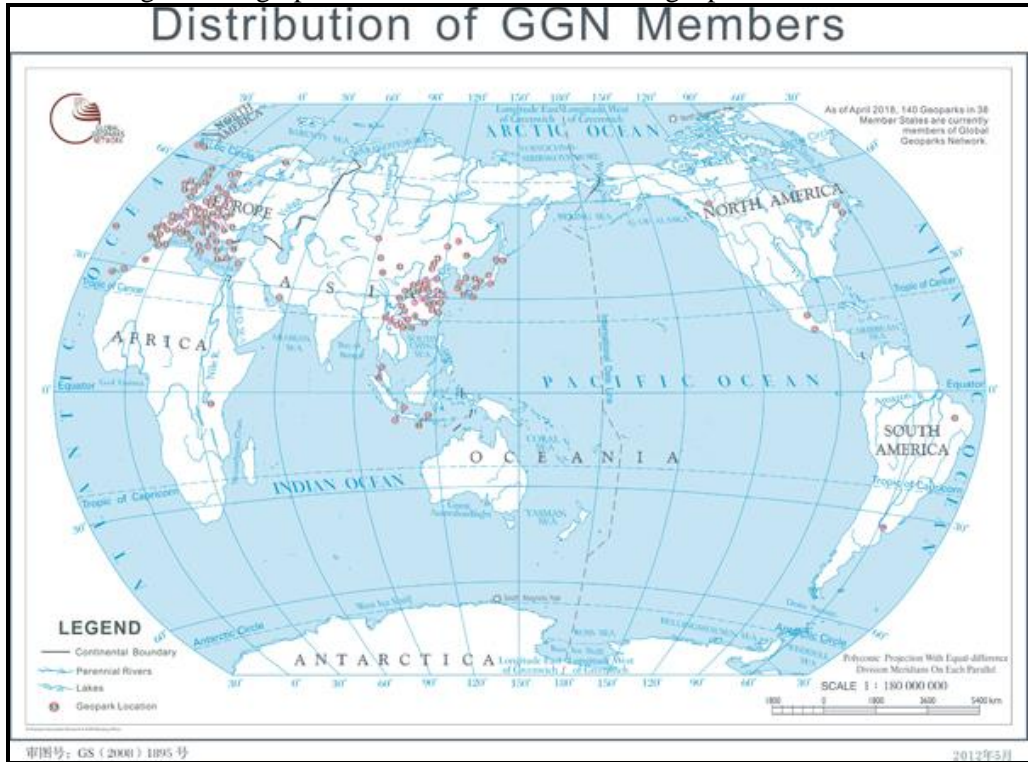
The World Geopark Network was established in 2004 with the significant support of UNESCO, and originally encompassed all geoparks that were previously established in Europe and China (Zouros, 2005). Today, the global geopark network is made up of 140 geoparks across the globe, with most of them in China (37). The initial founders were the first four geoparks from France, Greece, Germany and Spain, but geoparks (even one border) from this network are also found in Ireland, Italy, Austria, Great Britain, Romania, the Czech Republic, Portugal, Norway, Croatia,

Australia, Brazil, Malaysia, Iran, Japan, Canada, Finland, Hungary, Slovakia, South Korea, Vietnam, Poland, Iceland, Indonesia, the Netherlands, Slovenia, Turkey, Uruguay, Denmark, Morocco, Cyprus, Mexico, Belgium, Tanzania and Vietnam. In the founding Charter, three main objectives are highlighted (Zouros, 2005):

- 1) Conservation of a healthy environment
- 2) Global geological and geomorphological education
- 3) Encouraging sustainable local socio-economic development

The formation of geoparks and their networks at the European and world level is in direct relation to the famous UN Agenda 21 and its local community development philosophy. These segregated areas and tourism related ties represent a great opportunity for sustainable rural development through the reduction of unemployment rates and the reduction of migration to urban areas (Farsani et al., 2011).

Fig. 2.: Geographical distribution of the world geopark network



Source: <http://www.globalgeopark.org> (accessed 03.10.2018.)

The criteria that must be met for admission to the Global Geopark Network are extremely comprehensive and complex. Acceptance is primarily based on the:

- size and structure of the area,
- management of the area,
- participation of the local community,
- education and economic development,
- protection and conservation.

The Global Geopark Network provides a platform for cooperation and exchange between experts and practitioners on geodetic, geogeographic, geopark and, ultimately, geotourism issues. Under the common UNESCO roof and through cooperation with global networked partners, important local and national geosites gain world-wide recognition and profit through the exchange of expertise with other geoparks (Vasiljević, 2015).

Following this comprehensive terminological and theoretical introduction, the complex structure of the development and development of geotourism will be considered. The term "geotourism" is originally derived from the geologic tourism compendium, as it includes tourists looking at natural, geological and relief entities, including geomorphologic forms and specific rock complexes, as well as processes that have formed over time (Robinson, 2008). Today's modern concept of geotourism was first defined and developed in Great Britain, where the first world conference dedicated to geotourism (Belfast, 1998) was held (Robinson 2008) by Thomas Thompson. He provided the first official definition of geotourism: Providing interpretative content and services in order to enable tourists to acquire knowledge and understanding of geological and geomorphological sites (including the contribution to the development of geology) above the level of mere aesthetic experience (Hose, 1995).

## RESULTS

Geotourism in Bosnia and Herzegovina is at its beginnings. The most interesting aspect for geotourism are karstic areas that cover more than 50% of the territory of Bosnia and Herzegovina, typically in highly attractive natural areas, especially on the karst borders of the outer Bosnia and Herzegovina Dinarides. The explicit geographical diversity of this area offers the possibility for tourist valorization of this area from the aspect of geotourism and complementary types of tourism.

All types of occurring karstic relief forms can be found in Bosnia. Spacious limestone masses are very cracked and do not contain water-resistant sediments on the surface, due to which abundant precipitation waters and sinks are undisturbed and enter the system of underground karst-cracks. The northern border of the Bosnia and Herzegovina karst is approximately on the line Bihac - the upper stream of the Sana River - Kupres - the upper stream of the Vrbas River and the Rama - south of Sarajevo - the upper stream of the Neretva River. North of this line is the area of "green" karst. A green karst is an incomplete karst in which karstic relief forms are not fully developed like they are in heavily karstified zones. Often there are



sinkholes, caves, pits and sinks, but scrubs, bays and karst fields are missing. River valleys in this area are most commonly developed in water resistant terrains.

The diversity of geological and geomorphological forms is the specificity of the karst of Bosnia and Herzegovina and represents the spaces in our country where potential geoparks are possible. The geosites of this and other areas in our country can be classified into levels of international, state, regional and local character, and it is interesting that in addition to the "developed" geosites, there are a whole range of facilities and locations that could be offered as excellent tourist attractions with expert assistance. There are currently 1,275.57 km<sup>2</sup> of area protected in Bosnia and Herzegovina which is 2.5% of the total area. There are slightly more areas in the Federation of Bosnia and Herzegovina (about 3.8%) than in the Republic of Srpska (about 1.2%).

According to the categorization of protected areas, the situation is diverse. The highest degree of protection has two strict nature reserves: the forests of Janj and Lom and two special nature reserves: Gromizelj and Lisina (mostly separated from the aspect of biodiversity). For the purpose of this paper, the most interesting areas are under the third degree of protection: monuments of nature. There are a total of 16 separate monuments of nature, among them dominant caves (10), cave facilities (1) and specific geomorphological-hydrological areas (5). From among the nature parks and protected landscapes (in total 5 areas with a fifth degree of protection), the nature park of Blidinje and the protected landscapes of Konjuh, Bijambara and Trebevic have been identified as oriented for geotourism.

Bosnia and Herzegovina is currently not in the European Geopark Network, which does not mean that there are no valuable geosites and potential spaces that meet the criteria for the separation of the protected geographic area. In Bosnia and Herzegovina, from the current protected areas, the biggest prospect of admission to this network is the Blidinje Nature Park and the protected landscape of Bijambara, and from the potentially protected areas the planned National Park Prenj-Čvrsnica-Čabulja. It is important to emphasize that all three areas are located in the karst terrains of our country (Blidinje and the Prenj-Čvrsnica-Čabulja area in heavily karstified zones).

The protected landscape of Bijambara was declared a protected area in 2003 on the area of 367 ha. The attractiveness of this area and the specific geomorphologic phenomena and karstic relief forms (primarily caves, sinkholes and sinks) are the reasons why this area is protected. In the area of Bijambara, nine speleological objects and two larger sinks were identified and adequately documented (Brodić and Bjelila). The cave system (a nucleus protected area) in this case represents fundamental geosites that have the potential to be converted into a geopark. Also, the wider area of the protected landscape of Bijambara attracts attention with its geological and relief elements (sinkholes, sinks, certain geological profiles) from the aspect of education and protection (Temimović et al., 2017).

The other two areas as examples of potential geopark protection will be analyzed together because they represent a single unit and must be taken as one geomorphologic-geological complex. Blidinje nature park connects from the southwest to the wider area of the potential national park Prenj-Čvrsnica-Čabulja. It was founded in 1995 as a Nature Park, and the primary object that served as the basis for

protection is Lake Blidinje (the largest natural lake in Bosnia and Herzegovina) located in the southeastern part of Dugo Polje (a field in Karst of High Herzegovina).

In the area of Prenj-Čvrstica-Čabulja, mountain Vran was added as an integral part of this area, which also ultimately included Dugo polje with the Nature Park Blidinje. The research area has now been identified as an area of importance for the Federation of BiH with the possibility of being declared as the National Park. According to the protection plan, the investigated area has an area of 994.5 km<sup>2</sup>, which is about 1.9% of the territory of Bosnia and Herzegovina. The area of potential protection covers parts of six municipalities (Mostar, Konjic, Jablanica, Posusje, Tomislavgrad and Prozor-Rama) and three cantons (Herzegovina-Neretva, West Herzegovina and Canton 10).

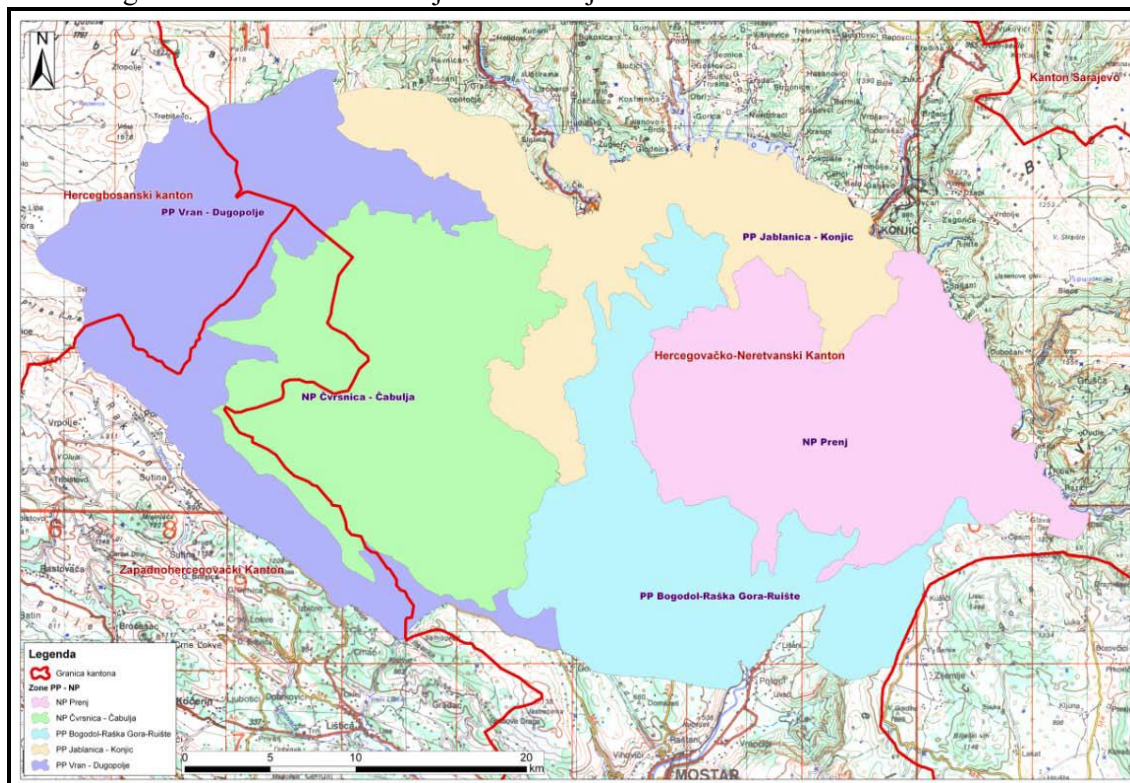
The procedure of determining the boundaries, categories and zone of protection within the investigated area identifies four ranks of protection:

- 1) zone of strict protection
- 2) active protection zone
- 3) in-use zone
- 4) transitional zones

In the context of the basic criteria for determining geopark, the most interesting is the first zone of strict protection defined as areas where scientific research (1a) is permitted, and those areas with minimal anthropogenic influences within which the restricted access of visitors is permitted (1b). According to IUCN, these areas are included in the categories of strict nature reserve and wildlife areas, which is the highest possible form of protection. The selected potential geosites within this category of protection are the morphostructures of Velika and Mala Čvrstica, Čabulje and Prenja, Veliki kuk-Zatamenje, Drežnica Canyon, Bogodol and four special forest reserves (Jelinak, southern Vran, northern Vran and Maska kuka-Boričevac).

A careful analysis shows that in the investigated area dominant geosites are based on geo and bio diversity. With the mentioned special forest reserves, specific geomorphological and geological relief forms are basic recognition. In addition to the mentioned mountain morphostructures, canyons and specific geological profiles (relief structural strands / cliffs), in the explored area, numerous geological parameters based on geodiversity can be distinguished. Primarily this refers to Diva Grabovica as a unique whole or as a special geomorphological reserve, the canyon of Drežanka and Doljanka, Dugo polje as the most important highland field in the karst of Bosnia and Herzegovina, parts of Neretva canyon, some lower plateaus of the investigated area, the hill and the hill of the larger mountain morphostructures, the areas of bottles and sculptures, the Hajduk Gate as one of the most recognizable motives of this area, which is an example of a window shape within the slope relief and all other geomorphologic and geological forms possessing scientific and aesthetic value and recognition.

Fig. 3.: Proposal of borders and categories of potential protection in the investigated area Čvrstica-Čabulja-Vran-Prenj



Source: Feasibility Study for the Protected Area of Čvrstica-Čabulja-Vran-Prenj, 2011.

From the aspect of geomorphological diversity, our area is exceptional. In particular, the diversity of karstic relief forms are among the most representative in classical karst. As typified in scientific literature, moderate classical karst is an integral part of the moderate width Mediterranean karst. Dinaric classical karst extends from Italy and Slovenia in the northwest to Prokletije in the southeast, and includes the Dinaric karst areas of Croatia, Bosnia and Herzegovina, Montenegro and Serbia. The potentially protected area Prenj-Čvrstica-Čabulja is one of the most representative in the Dinaric classical karst with the appearance and diversity of all exocrine and endocrine relief forms, including a specific karst hydrography.

What is the share of geotourism within tourism trends in Bosnia and Herzegovina? It is difficult to answer the question because there are no relevant statistics that capture tourism movements within this sector of tourism and do not record geotourists as such. Everything else is in the sphere of estimation, but when you look at the characteristics of geotourism and geotourism, it is evident that this specific type of tourism has an important standing in Bosnia and Herzegovina, and even today geotourists also participate in the overall tourism traffic. From all of the above, the basic characteristics of geotourism can be distinguished (Vasiljević, 2015):

- 1) Geotourism is based on georesources

- 2) Geotourism can take place in a natural and anthropogenic environment
- 3) Geotourism is significantly dependent on the achievements of the geosciences
- 4) Geotourism raises public awareness of the importance of geodiversity and geoheritage
- 5) Geotourism is a specialized form of tourism and is most often realized in smaller groups
- 6) Geotourism supports geoconservation
- 7) Geotourism is an integral part of tourism

The suggested areas, according to the authors, for geotourism in Bosnia and Herzegovina have all of the above mentioned, and especially the protected area Prenj-Čvrsnica-Čabulja. It is interesting that some smaller geosites in our country have individuality and they attract visitors. These spaces can be called geodestinations, and examples are earthy pyramids in Miljevina near Foca. Geotourism can take place on geosites (in-situ) or in built objects, often abandoned (ex-situ). It primarily refers to various natural museums, abandoned mines and quarries, and abandoned but preserved industrial facilities. They are not analysed in this paper, but, as an example, the abandoned complex of ironworks in Vares could be listed as a representative example of industrial complexes from the Austro-Hungarian period in this region.

Geotourism as a specialized type of tourism requires infrastructure resources: transport, accommodation, marketing, services, management, human resources and financial resources. The concept of geotourism can be divided into three essential elements: form, shape and tourism, where the first two are natural (geological and geomorphological), and the third is an anthropogenic element (Dowling-Newsome, 2006).

And finally, geotourists. The geotourist's typology is difficult to give, though it is discussed in contemporary scientific and professional literature. Initially (research from Great Britain) geotourists were divided into recreational, educational and commercial visitors / tourists (Besterman, 1988). Later, the author Hose sets out dedicated visitors / tourists (students and experts / specialists) and uninvited visitors / tourists (non-specialists and recreationalists) (Hose 2000). At the top of the various typologies and classification, there are "real geotourists". These are visitors, that is, tourists, who deliberately come to geosites in order to learn or expand their knowledge of geography. For them, the geotouristic offer is of extremely complex characteristics and includes information from scientific / professional papers and publications. According to them, the interpretation must be at the highest scientific level and divided into three groups (Hose 2000):

- 1) Geoamateurs: amateur knowledge of geography, but great interest in geography, geodiversity and geolocalities
- 2) Geospecialists: they possess high knowledge of geography, but they only show technical interest
- 3) Geoexperts: they possess top-level knowledge of geology and the highest level of information and interest for geosites / geodesy.

And from the typology and classification of geotourists, it is evident that geotourism will never have the characteristics of mass tourism, both in the world and in Bosnia and Herzegovina. The scientific component is the principal characteristic interest of all geotourists, regardless of whether it is at amateur level or at the highest scientific level.

## CONCLUSION

The development of geotourism in Bosnia and Herzegovina should be considered only through the prism of a multidisciplinary approach involving related scientific disciplines, primarily geology (geology, geomorphology and related subdisciplines), ecology, history, archeology, biology, etc. Of course, one should not neglect cooperation with the local community and tourist organizations. Geotourism must be sustainable, both financially and through all other aspects involved in this process.

It is difficult to answer the question what is the share of geotourism within tourism trends in Bosnia and Herzegovina because there are no relevant statistics that capture tourism movements within this sector of tourism. Everything else is in the sphere of estimation, but when you look at the characteristics of geotourism and geotourism, it is evident that this specific type of tourism already has important standing in our country. In general, although Bosnia and Herzegovina, and especially its karst areas, has rich and diverse geological and geomorphological attractiveness, it still doesn't have developed geotourism destination. If we compare the conditions for the development of protection and geotourism in other European countries, Bosnia and Herzegovina, unfortunately, is not at an enviable level.

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# A RESEARCH TO DETERMINE THE RELATIONSHIP BETWEEN THE ORGANIZATIONAL IDENTIFICATION OF THE EMPLOYEES IN TOURISM ESTABLISHMENTS AND THEIR TURNOVER INTENTION

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**Abstract:** The purpose of this study is to reveal the relationship between the organizational identification of the employees in hotel establishments and travel agencies and their turnover intention. The research data were obtained from 275 participants working in hotels and travel agencies in Antalya. The data were analysed through descriptive analyses, and correlation and regression analyses. As a result of the analyses, it was found that there was a significant and negative relationship between the perceptions of the employees about the organizational identification and their turnover intention. As a result of the study, it was concluded that the organizational identification of the employees affected their turnover intention at a level of 5%.

**Keywords:** Organizational Identification, Turnover Intention, Employees of Hotels and Travel Agencies.

## INTRODUCTION

In today's business world, where change, uncertainty, risk and chaotic environment have emerged, it can be stated that organizations are trying to provide qualified labour force in order to reach their goals and to ensure the continuity of this work force in the establishment. In addition, employees change their jobs for various reasons and desire to be employed in the establishments where they can work in better conditions each time.

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Before the employees leave their workplace, they begin to have an intention to do so. Turnover intention is a particular asset for the organization and the employee because of the importance of the long-term employment of the organizations and the fact that it is an important premise of the act to leave the job. This is because the next stage of turnover intention, which is to turn this intention into action, can have negative consequences for both employees and organizations (Ömüriş, 2014: 30). Bartlett (1999) refers to "a conscious and cautious decision or intention to leave the organization". Price (1977) defines the turnover intention as "the degree of individual movement within the boundaries required to be a member of a social system". Turnover intention is defined as the destructive and active actions that employees have shown when they are unsatisfied with their working conditions by Rusbelt et al. (1988). More specifically, turnover intention is a preliminary indication of the real absenteeism and imposes significant costs on establishments (Ehtiyar et al. 2010: 32, Tett and Meyer 1993: 259, Lambert et al. 2001: 245).

As a matter of fact, turnover intention is a concept which has received widespread attention in the organizational behaviour literature as a premise of the act to leave the job. The relevant literature reveals findings that turnover intention would adversely affect the effectiveness of an organization. (Aslan and Etyemez, 2015; Onay and Kılıcı, 2011; Sabuncuoğlu, 2007; Gül et al., 2008; Schwepker, 2001). In this study, the concept of "turnover intention", which will be considered as the dependent variable, refers to "a conscious and cautious decision or intention to leave the organization" (Bartlett, 1999: 70). There are also organizational factors that can cause the turnover intention of the employees to decrease or not to develop. Organizational identification, which expresses the perceptions of the employees about their being one and similar with their organizations, is considered as one of these factors. What shows itself as an important role in the organizations' long-term successes is to make the organization membership an important part of the employees' egos and to make them proud while defining themselves as the members of the organization, in other words, to enable them to embrace the organization to the extent to which they identify their own identities with the organization itself (Polat & Tabak 2009: 19). Organizational identification is the sense of unity and belonging that the employees feel towards their organizations.

The employees who are identified with their organizations find their work meaningful and thus get motivated. In other words, it expresses a biased, affective commitment of the employees (Buchanan, 1974: 533) to the aims and values of the organization, to their role and to the organization in relation to the realization of the goals and values. This is because, as a result of the identification, individuals feel emotionally happy and get attached to their organizations. Identification consists of three elements (Tosun, 1981: 145-150): The main element of identification is that



the individual strongly believes in the goals and values of the organization and accepts them. The identification with this aspect can be seen as a process of an integration of the organizational and individual goals. The second element of identification is that the individual willingly performs the acts which form his or her organizational role. It is an important source of satisfaction to try to make the goals of the organization real for the individual who adopts them as if they were his or her own.

The third element of identification is that the individuals are willing to maintain their membership in the organization. Positive organizational identification reduces the labour turnover rate, decreases the level of group conflicts, and increases the employees' compliance, motivation, participation and job satisfaction (Vardaman et al., 2017; Sökmen and Bıyık, 2016; Rockman and Ballinger, 2017; Kesen, 2016; Başar and Basım, 2015). Members who are strongly identified with their organization accept the organizational goals as their personal goals and become more loyal and harmonious. Job performances of the individuals identified with their organizations increase as well (Şantaş et al. 2016). The relationship between identification and turnover intention was examined in various studies in the literature. It has been concluded that organizational identification is affected by turnover intention in the studies that determine the relationship between organizational identification and turnover intention (Turgut et al., 2017; Polat & Meydan, 2010; Akgündüz & Bardakoğlu, 2015; Turunç & Çelik, 2015; Tolukan et al., 2016).

In brief, one of the critical success factors for the long-term achievements of the establishments is to ensure that the employees adopt the organizational goals and to mobilize the dynamics that will attach them to the organization. It is seen that it is very important for the employees to stay in the organization in terms of the fact that the human resource provides a competitive advantage to the establishments in tourism sector; however, despite this importance, when examined at the global level, it is seen that social and psychological problems increase in tourism establishments. Although the turnover intention of the employees has been studied in many studies (Bayarçelik and Fındıklı, 2017; Yenihan et al., 2014; Serçeoğlu et al., 2016; Güçer et al., 2017; Örucü and Özafşarlığlu, 2013), the number of studies examining the effects of the perception of organizational identification on turnover intention is limited, especially for our country. Therefore, the present study examined the relationship between the perception of the organizational identification, which is an extremely important concept in terms of organizational efficiency and effectiveness, and turnover intention.

## **METHOD**

### **The Purpose of the Study:**

The main purpose of this study is to investigate the relationship between the organizational identification and the turnover intention of the employees who are employed in the hospitality industry. In addition, determining the extent to which organizational identification predicts the level of turnover constitutes another aim of this study.

### **The Scope of the Study**

The population of this study is composed of the employees of the tourism establishments operating in Antalya region.

### **The Method of the Study**

Convenience sampling method was employed while forming the study group. Convenience sampling method was used in order to reach the people to be included in the sample so as to keep the questionnaires' rate of return high. A total of 292 questionnaires were distributed between April and August, 2018. As a result of the analysis, a total of 275 questionnaires were considered valid to be included in the analyses due to the exclusion of the incomplete questionnaires. In the related literature, it is stated that the sample size for the analyses can be determined in proportion to the number of variables. Accordingly, the number of variables in normal distribution is recommended to be five, and a sample size that is ten times larger is suggested in other distributions (Bryman ve Cramer, 2001; as cited in Tavşancıl, 2002). In this study, since the total number of items on the scales was 9, it can be stated that 275 samples were above the minimum number and sufficient.

The research analyses were conducted through three questionnaires. In the first part of the questionnaire, there are questions to determine the demographic characteristics of the employees. In the second part of the questionnaire, there are items to measure "Organizational Identification". The one-dimensional organizational identification scale with six items which was developed by Mael and Asforth (1992) and adapted to Turkish by Tüzün (2006) was used in the study. The cronbach alpha ( $\alpha$ ) coefficient of the organizational identification scale, which was adapted to Turkish and whose reliability and validity analyses were made, was found to be = ,89 in this study. In the third part of the questionnaire, the Turnover Intention Scale, developed by Camman et al. (1979), was used. In order to measure the level of employees' self-evaluation intentions to stay at work or to resign, the three-item Turnover Intention Scale, developed by Cammann, Fichman, Jenkins and

Klesh (1979), was used. The cronbach alpha ( $\alpha$ ) coefficient of the turnover intention scale, which was adapted to Turkish and whose reliability and validity analyses were made, was found to be = ,88 in this study. Both of the scales were 5-point likert type (1 = strongly disagree, 5 = strongly agree).

## **Hypotheses**

H1: There is a negative and significant relationship between the employees' perceptions of organizational identification and their turnover intention.

H2: The employees' level of organizational identification significantly predicts their level of turnover.

## **FINDINGS**

The findings obtained as a result of performing various statistical analyses on the data acquired by survey method are presented under the heading of demographic findings, and the descriptive statistics regarding the organizational identification of the employees and their turnover intention are given under the heading of correlation and regression analysis.

When the findings of the demographic variables were examined, a total of 275 employees of accommodation establishments and travel agencies participated in the study and 36.4% of them were female employees. A total of 46.9% of the participants were single and 54.50% of them were 31 years old or over. It was confirmed that 37.1% of the participants had undergraduate and graduate degrees and 49.1% of them had tourism education. In addition, it was concluded that 42.5% of the participants had one-year or less employment in the current establishment.

According to the results of the analysis given in Table 1, it can be stated that the turnover intention of the employees in the tourism establishments was below the average with 2,21 and the mean value for their organizational identification was above the average with 3,76. A negative and significant relationship was found between the employees' perceptions of organizational identification and their turnover intention. Therefore, H1 hypothesis was accepted.

**Table 1: Correlation Analysis of Organizational Identification and Turnover Intention and Their Mean Values**

	Mean	Std Dev	TI OVERALL	OI OVERALL
<b>Turnover Intention</b>	2,2167	1,14846	1.00000	-,224 <.0001
<b>Organizational Identification</b>	3,7603	,83339	-,224** <.0001	1.00000

As a result of the regression analysis (Table 2), it was observed that the organizational identification affected 5 % of the variance of turnover intention. When the analysis results were analysed, it was seen that the organizational identification was a significant predictor of turnover intention ( $R = -0,224$   $R^2 = 0,050$   $F = 14,33$ ,  $p < 0,001$ ). Accordingly, it was seen that organizational identification had a significant impact on turnover intention ( $\beta = -0,308$ ;  $p < 0001$ ) and explained the variance at a rate of 5 % ( $R^2 = 0.050$ ). In the light of these data, it can be suggested that organizational identification was a weak and significant predictor of turnover intention. It can be stated that 5 % of the total variance related to turnover intention was explained by organizational identification. Therefore, H2 hypothesis was accepted.

**Table 2: Regression Analysis**

Independent Variable	Dependent Variable	
<b>Organizational Identification</b>	<b>Turnover</b>	
	<b><math>\beta</math></b>	<b>Sig</b>
	-,308	<.0001
	<b><math>R^2=0.050</math></b> <b>F= 14,331</b>	

## DISCUSSION AND CONCLUSION

In this study, it is aimed to determine the relationship between the organizational identification and turnover intention for the employees in the hospitality and travel industry. For this purpose, in the current study, analyses were conducted to determine the correlation between organizational identification and turnover intention in the hospitality and travel establishments operating in Antalya. As a result of the correlation analysis, it was determined that there was a significant and negative relationship between organizational identification and turnover intention at the level of ( $r = -.0,224$ ) in the tourism establishments that took part in the study. In addition, the research shows that the organizational identification had a significant effect on turnover intention ( $\beta = -.0,308$ ;  $p < .0001$ ) and was explanatory at 5 % ( $R^2 = 0.050$ ). The results of the present study are consistent with the findings of the studies conducted on different sectors in the literature (Van Knippenberg and Van Schie 2000, Lee 1971, Cole and Bruch 2006, Bamber and Iyer 2002, Becker 1992, Mael and Ashforth 1995, Wan Huggins et al., 1998, Scott et al. 1999, Van Dick et al., 2004).

As it is known, the most important source of the organization that the establishments has centred on in recent years is human and their behaviours within the organization. One of the most important factors in achieving organizational efficiency is a thorough analysis of the socio-psychological factors that affect the behaviours of employees. One of the important psychological factors that affect the employees' behaviours is their level of organizational identification. Ensuring or increasing the organizational identification in establishments will enable employees to develop a strong link with their work and others by increasing their efforts to coordinate their own beliefs and workplace values. In other words, it will highlight the strong relationships they will develop with the establishment. Similarly, it is extremely important to ensure that the employees remain in the organization for the human resource to provide a competitive advantage to the establishments in the tourism sector. Turnover is one of the main problem areas of the tourism sector (Pelit et al., 2016; Erdem et al., 2015). Tourism is a satisfaction and saturation activity, and at the same time it is a sector that greatly benefits from human labour. People need to perceive their work environment positively to provide the best service to other people. An important aspect of organizational identification is that the psychological proximity of the individual to the organization expresses much more than the interpersonal relations. When we consider a person in the organization as a psychological fact, organizational identification will allow the individual to embrace the organization voluntarily and remain faithful to that organization.

As summary, this research provides information about the level of organizational identification of the employees working in the hospitality and travel establishments operating in the province of Antalya, and its impact on their turnover intention. It is believed that the obtained results will provide important information to the sector practitioners. Increasing the practices to increase organizational identification will hinder employees' turnover intention. Business managers need to question which factors will provide the organizational identification of the employees, and what kind of individual and organizational results could be caused by organizational identification.

The most important limitation of the study is that the research was conducted only in Antalya and the results could not be generalized to the employees in other provinces. Conducting this research in different provinces with broader groups of participants will enrich the literature of organizational identification and turnover intention. Furthermore, other emotion-based variables that may affect turnover intention can be examined by researchers in future studies.

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# THE RELATIONSHIP BETWEEN ORGANIZATIONAL IDENTIFICATION AND LIFE SATISFACTION: A STUDY ON TRAVEL AGENCIES

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**Abstract:** The purpose of this study is to examine whether organizational identification has an impact on life satisfaction. Quantitative research methods were used in the study. Research findings have shown that there is a positive relationship between organizational identification and life satisfaction, and that organizational identification predicts life satisfaction.

**Keywords:** Organizational Identification, Life Satisfaction, Travel Agencies

## Introduction

Life satisfaction is the cognitive judgement of one's overall satisfaction with his or her life or the quality of his or her life, and is measured by overall life satisfaction (Diener et al., 1985: 72) and satisfaction at vital moments. Life satisfaction shows whether an individual is content with his or her life both in general and in terms of certain life areas such as family, friends, and schools (Çivitçi and Topbaşoğlu, 2015: 15). The concept of life satisfaction, first put forward by Neugarten (1961), or better known as happiness, is one of the topics that have been the centre of humanity's attention throughout the ages.

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Life satisfaction is the condition or result obtained by comparing the expectations of a person (what one wants) with what he or she owns (what one has) (Çevik and Korkmaz, 2014: 130). Life can be defined as the whole time one spends at work and outside work (Dikmen, 1995: 117). Life satisfaction for Sumner (1966) is "A positive evaluation of the conditions of your life, a judgment that at least on balance, it measures up favourably against your standards or expectations." Andrew (1974) states life satisfaction symbolizing an overarching criterion or ultimate outcome of human experience. Satisfaction can be defined as fulfilling the expectations, needs, wishes and desires of people. (Yigit et al., 2011: 3) .Life satisfaction indicates the result of comparing one's expectations with the real situation. In general, life satisfaction includes one's whole life and the various dimensions of this life. When life satisfaction is referred, satisfaction is not considered with regard to a particular situation, but to all experiences in general (Çevik and Korkmaz, 2014: 130).

Another essential element for people to be happy and satisfied in their lives is the satisfaction they get from their work. People need to be happy and satisfied with their jobs to get the same amount of satisfaction from their lives. In this context emerges the relationship between job satisfaction and life satisfaction. Life satisfaction is defined as an individual's positive evaluation of his or her whole life in accordance with the criteria set by the individual himself or herself (Çeçen, 2008).

When the studies on this subject are examined, it is seen that they centre on whether job satisfaction affects life satisfaction or vice versa. Iris and Barrett (1972), London, Crandall and Seals (1977), Chacko (1983), and Chisholm (1978) have revealed that job satisfaction has an impact on life satisfaction based on the assumption that work attitudes are the main factors determining behaviour outside of work. According to Orpen (1978), it can be argued that this relationship is quite the contrary based on two fundamental assumptions (Uyguç et al. 1998).

Job satisfaction and life satisfaction are considered to be two concepts that embrace, complement and give meaning to each other. Life satisfaction represents the satisfaction of an individual in all his or her life experiences. Another essential element for people to be happy and satisfied in their lives is the satisfaction they get from their jobs. People need to be happy and satisfied with their jobs to get the same amount of satisfaction from their lives. This is because one spends a significant part of his life at work and brings positive or negative emotions emerging here to his or her life, family, and friends. Similarly, one brings the positive and negative emotions experienced with his or her family or friends to the workplace. In this respect, work and life form a whole and give meaning to each other by embracing one another. As a matter of fact, in many studies, job satisfaction and life satisfaction are observed to be in an interaction (Zhao et al., 2016, Özyer et al., 2015, Şimşek and Aktaş- 2014, Akgündüz-2013, Kale- 2013, Zhao et al. 2011, Aşan and Erenler 2008, Saldamli 2008, Ghiselli et al. 2001).

Organizational identification is one of the important dynamics of business life and organizational identification has long emerged as a critical structure in the literature, with its effect on both employee satisfaction and organizational success (Ashforth and Mael, 1989: 20). The most basic idea behind the concept of organizational identification is that the employee is integrated with his or her work and thus identified with it (Turunç, 2011). In business life, people who work in their dream jobs, receive salaries to meet their basic human needs and have the means they desire are peaceful and happy because they have achieved the material and spiritual satisfaction. However, individuals who cannot work in their dream jobs and whose

needs are not fulfilled or are ignored maintain a negative attitude. This attitude, taken in relation to business life, can affect life satisfaction over time (Karakuş, 2011: 47).

The researches about organizational identification started with Edward Tolman's study in 1943. According to him, identification is "the adherence of the individual to any group of which he feels himself a part" (Tolman, 1943: 142). Organizational identification is also defined similarly. It refers to the individual's identification with the total organization, an affective response of attachment to the organization (Efraty, Sirgy and Claiborne, 1991: 57). Cetin and Kinik (2016: 330), state that organization identification is the degree of similarity between the concepts when a member defines himself/ herself and the organization. According to Dutton and et al (1994: 239), identification occurs when a person identity himself/herself as an organization member is more distinct than alternative identities, and when the self-concept of the person has many of the same trait he or she believes define the organization as a social group.

Organizational identification is one of the dimensions of the social identification theory which is based on people's classifying themselves and others into various social categories, such as organizational membership, religious affiliation, gender, and age cohort (Ashforth and Mael 1989: 20 as cited in Tajfel& Turner, 1985). Social identification is defined as the perception of belonging to a group (Asforth and Mael, 1989: 21). The individual perceives himself as a real or symbolic member of the group. Thus, social identification responds the question "who am I" partially (Karabey and İşcan, 2007: 232).

There are two dimensions of organizational identification. One is group identification which means experiencing at personal level the group's successes or failures (Boroş, 2008: 3). The other one is Identification by Organization that is a form of identification based on the cognitive bases that employees feel about their organizations. There is no doubt that this cognitive situation gains advantages for organizations in respect of increasing performance and motivation of employees (Tokgöz, 2012: 44)

As a consequence, organizational identification creates attachments to organizations for employees (Yeşiltaş, 2012: 50). Organizations often support these attachments because they affect performance outcomes, employee commitment and evaluations of the organization positively (Hoyer, 2016: 166). Moreover, a higher degree of organizational identification helps employees to do their best to fulfil their organization's best interests (Lee, and et all., 2009). Additionally, Footed (1951) asserted that organizational identification is the basis of motivation theory.

According to the written literature, organizational identification is positively associated with work attitude, individual behaviour, and outcomes (Chan, 2006), such as work motivation, task-performance, job satisfaction, perceived organizational prestige and organizational citizenship behaviours and negatively associated with turnover intentions and actual turnover (Meal and Ashforth, 1992; Abrams, Ando, & Hinkle, 1998; Van Knippenberg, 2001; Riketta, 2005; Van Knippenberg and Sleebos, 2006; Jiang, 2010; Kesen, 2016).

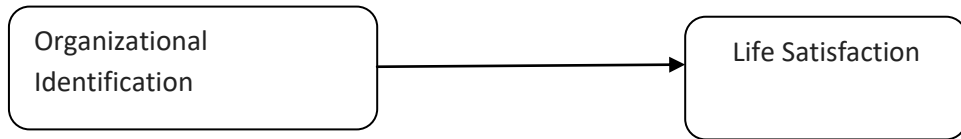
These approaches, which show that there are no sharp boundaries between one's work life and private life and that these two interact with each other (Keser, 2005), make it necessary to question the impact of organizational variables on the whole life of the individual as well as the organization. Thus, the present study aims to examine the interaction between organizational identification and life satisfaction. In this context, the following research questions are asked:

1. What is the relationship between the employees' organizational identification and life satisfaction?
2. To what extent does organizational identification explain the variance in life satisfaction?

## **RESEARCH METHOD**

The research centres on the organizational identification of employees and examines the relationship between organizational identification and life satisfaction variable. In this context, quantitative research method was adopted in order to test the

research model and the main components of the method (sample, data collection tool and analyses) are explained below.



### **Study Group**

Convenience sampling method was employed while forming the study group. Convenience sampling method was used in order to reach the people to be included in the sample so as to keep the questionnaires' rate of return high. Considering the possible data loss, the researchers decided to distribute 150 questionnaires. A total of 150 questionnaires were distributed between May and July, 2018. As a result of the analysis, a total of 124 questionnaires were considered valid to be included in the analyses due to the exclusion of the incomplete questionnaires. In the related literature, it is stated that the sample size for the analyses can be determined in proportion to the number of variables. Accordingly, the number of variables in normal distribution is recommended to be five, and a sample size that is ten times larger is suggested in other distributions (Bryman ve Cramer, 2001; as cited in Tavşancıl, 2002). In this study, since the total number of items on the scales was 11, it can be stated that 124 samples were above the minimum number and sufficient.

### **Data collection tool**

In this study, survey method was used to collect data. The questionnaire is comprised of three parts. In the first part, there are questions about the demographic characteristics; the second part includes questions about organizational identification and the third part consists of questions about life satisfaction.



Organizational Identification scale, developed by Mael and Asforth (1992), was used in order to measure the independent variable of the study, which was the concept of Organizational identification. The 5-point likert-type scale is one-dimensional and consists of six items. The six-item scale of Mael and Asforth is the most commonly used scale in studies conducted on this topic. The Satisfaction with Life Scale, developed by Diener, Emmons, Larsen and Griffin (1985), was used in order to measure life satisfaction, which was the dependent variable of the study. The scale is one-dimensional and seven-point likert type. In order to test the format of the questionnaire, the comprehensibility of the items in the questionnaire and the appropriateness of the order of the questions, a pre-test was conducted with the participation of 25 people. Small changes were made to finalize the questionnaire. The reliability value of the scales used in the study was 0.92 for the Organizational Identification Scale and 0.87 for the Satisfaction with Life Scale. These values show that the reliability coefficients of both scales are high and acceptable.

### **Analysis**

The data on the demographic characteristics of the participants were analyzed by frequency and percentage distributions. In addition, correlation and regression analyses were conducted to determine the correlation between organizational identification and life satisfaction levels.

### **Findings and Discussion**

The findings of the study achieved as a result of performing various statistical analyses on the data obtained by survey method are presented under the heading of demographic findings; and the descriptive statistics for organizational identification and life satisfaction are given under the heading of correlation and regression analysis.

When the findings related to the demographic variables were examined, it was revealed that a total of 124 travel agency employees, 46.77% of whom were female, participated in the study. A total of 51.61% of the participants were single, and

55.64% of them were 31 years or older. It was also found out that 55.64% of the participants had undergraduate and graduate degrees, and 58.06% of them received tourism education. In addition, it was concluded that 46.77% of the participants had one-year and less employment in the current enterprise.

### **Descriptive statistics**

Under this heading, the mean and standard deviation values of the scales employed in the study are presented. The mean values in Table 1 can be considered as an indicator of how positive or negative the employees, who participated in the study, were about each statement. Accordingly, the mean values calculated as low indicate a negative approach while the mean values calculated as high show a positive approach. The standard deviation values give an idea of how much the observed values differ from the mean values.

It was seen that the items that expressed life satisfaction were mostly rated over 4 (neutral) and (partially agree) by the male and female employees who participated in the study. Accordingly, it can be put forward that the employees had partially positive perceptions. According to the results of the analysis, the mean value of life satisfaction was found to vary between 4.19 and 5.16 (general average 4.55) for the female employees and between 4.09 and 4.61 (general average 4.34) for the male employees. Life satisfaction was found to be above average in both groups. When the organizational identification levels of the participants were examined, it was determined that the mean values of the items representing organizational identification were between 3.47 and 3.66 (general average 3.55) for the female employees and between 3.27 and 3.68 (general average 3.44) for the male employees. This shows that the organizational identification level of the participants was high.

**Table 1: Mean and Standard Deviation Values of the Scale Items according to Gender**

	Gender						tValue	Probt
	Female			Male				
	N	Average	Ss	N	Average	Ss		
<b>LS 1</b>	58	5.16	1.51	66	4.61	1.49	2.04	0.0437
<b>LS 2</b>	58	4.64	1.65	66	4.47	1.54	0.59	0.5586
<b>LS 3</b>	58	4.40	1.63	66	4.38	1.42	0.06	0.9485
<b>LS 4</b>	57	4.19	1.92	65	4.09	1.83	0.30	0.7679
<b>LS 5</b>	57	4.35	1.53	66	4.14	1.53	0.78	0.4392
<b>OI 1</b>	58	3.50	1.13	66	3.41	0.93	0.49	0.6234
<b>OI 2</b>	58	3.47	1.06	66	3.27	0.89	1.10	0.2732
<b>OI 3</b>	58	3.66	0.98	66	3.45	1.11	1.06	0.2922
<b>OI 4</b>	58	3.55	1.03	66	3.45	0.91	0.56	0.5787
<b>OI 5</b>	58	3.50	1.01	66	3.36	0.92	0.78	0.4342
<b>OI 6</b>	58	3.64	1.00	66	3.68	1.01	-0.24	0.8091
<b>LS_Average</b>	58	4.55	1.31	66	4.34	1.29	0.88	0.3801
<b>OI_Average</b>	58	3.55	0.87	66	3.44	0.78	0.76	0.4493

**LS:** Life Satisfaction

**OI:** Organizational Identification

## Findings of the Correlation and Regression Analyses

As a result of the correlation analysis conducted to examine the correlation between organizational identification and life satisfaction, the correlation coefficient ( $r$ ) was found to be 0,350. From a statistical point of view, there is a positive and significant relationship between the variables. ( $r = 350$ ;  $p < 0.0001$ ).

**Table2: Correlation between Life Satisfaction and Organizational Identification**

	Mean	Std Dev	LS_ OVERALL	OI_ OVERALL
<b>Life Satisfaction</b>	4.43589	1.29991	1.00000	0.35031 <.0001
<b>Organizational Identification</b>	3.49194	0.82087	0.35031 <.0001	1.00000

As a result of the regression analysis, it was observed that organizational identification affected 12.2% of the variance in life satisfaction. The results of the analysis indicated that organizational identification was a significant predictor of life satisfaction ( $R = 0,554$ ,  $R^2 = 0,1227$   $F = 17.07$ ,  $p < 0.001$ ). According to this, it was seen that the organizational identification had a significant effect on life satisfaction ( $\beta = 0,55474$ ;  $p < 0001$ ) and explained the variance at a rate of 12.2% ( $R^2 = 0.1227$ ). In the light of this data, it can be suggested that organizational identification was a significant predictor of life satisfaction although not very high. It can be stated that 12% of total variance related to life satisfaction was explained by organizational identification.

**Table 3: Regression Analysis Results**

<b>Independent Variable</b>	<b>Dependent Variable</b>	
<b>Organizational Identification</b>	<b>Life Satisfaction</b>	
	<b>β</b>	<b>Sig</b>
	0,55474	<.0001
	<b>R<sup>2</sup></b> =0.1227 F= 17.07	

## **DISCUSSION AND CONCLUSION**

In the study conducted on travel agency employees, a moderate positive relationship was found between organizational identification and life satisfaction. Thus, it was concluded that there was a correlation between organizational identification and life satisfaction. The findings obtained are consistent with the results in the literature.

An essential element for people to be happy and satisfied in their lives is the satisfaction they get from their jobs. People need to be happy and satisfied with their jobs to get the same amount of satisfaction from their lives. This attitude, taken in relation to business life, can affect life satisfaction over time (Karakus, 2011: 47).

As organizational identification is an important indicator of job satisfaction, the high level of organizational identification of employees will also positively contribute to life satisfaction. Therefore, job satisfaction will increase as the level of identification increases, and job satisfaction will bring along organizational success.

In this context, the study has both theoretical and methodological contributions. The employees of the travel agencies that participated in the study establish a connection between organizational identification and life satisfaction. The research indicates that the employees' organizational identification levels are not high but predict life

satisfaction. When the literature on the topic was analyzed, it was seen that there is not much research conducted on the relationship between identification and life satisfaction despite the high number of studies on organizational identification and job satisfaction. At this point, it is believed that this original study examining the relationship between organizational identification and life satisfaction will contribute to the national literature. The findings of the study give important clues for travel agency managers. First of all, it will be beneficial for managers to focus on practices that will increase the organizational identification levels of their employees. Organizations that expect high performance from their employees should shape their work activities by considering this positive relationship and focus their attention on practices that will help enhance their employees' level of organizational identification. In this sense, organizations should try to design the working environment in a way to fulfil the expectations of employees and to pave the way for their employees to be happy in their private life as well. One of the main objectives of successful and effective management in the sector is to support and motivate employees by providing the cooperation between employee and organization.

### **Limitations of the Study and Recommendations for Future Studies**

This study was limited to employees working in travel agencies operating in Antalya. However, the small number of the enterprises that agreed to take part in the study and the fact that the study was conducted on a limited sample group constitute the most important limitations of the study. Conducting this type of research with larger samples in different destinations by using similar scales will help to improve the issue over time. However, the inclusion of different variables that may affect life satisfaction will allow different conclusions to be made.

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# THE WINE TOURISM OF HUNGARY FROM THE POINT OF FESTIVALS

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Bence Závodi<sup>1</sup>

**Abstract:** In today's tourism festival tourism which organized around various events play a significant role. The themes of these events move on a wide scale, thanks to this the supply of destinations, which build upon festival tourism, is complex and colourful. The central element of the wine gastronomy festivals is the wine, which is complemented by different services. These services and the programmes define the type of the wine and gastronomy related festivals. We determined four categories: wine festival, wine gastronomy, wine culture and harvest festival, which illustrate how these events want to satisfy the need of the guests. In the categories we can find numerous differences regarding the length, the turnover and the scope of the events. The primary aim of this research is the introduction and the tourism geographical analysis of the Hungarian wine gastronomy festival supply in 2017. During the research we had collected the Hungarian wine gastronomy festivals from different sources then, with the help of the compiled database, we defined the geographical characteristics of the supply. Thanks to our results we located the wine gastronomy centres of Hungary, which comparison with the reputation of wine producing areas among consumers could lead to additional interesting results. The proportion of the defined categories demonstrates well the trends of consumers. The distribution of festivals during the year is also the result of certain habits of the consumers.

**Keywords:** wine, gastronomy, wine tourism, festival tourism, Hungary

## INTRODUCTION

The vineyards of Hungary made a total of 62 thousand hectares in 2014, which, in comparison with the total of the vine growing areas of the world (7,541 thousand hectares), is less than 1%. As regards the quantity of wine produced in Hungary, it was 2.6 million hectolitres in the same year, which is almost 1% of the world's total production (270 million hectolitres) (Österreich Wein 2018). These data do not suggest that Hungarian wines and wine producing areas are significant, although several of our 22 wine producing areas (e.g. Tokaj, Villány, Eger, Badacsony) are recognised especially by the European consumers. In the improvement of the

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recognition of the Hungarian wines, in addition to excellent quality, wine-related festivals increasing the touristic attraction and fame of the wine producing areas play a role.

Interest in festivals has increased in recent decades, as a result of which festival tourism has become one of the dominant segments of today's tourism sector. Festivals can have several positive impacts on their destinations, including the preservation of the culture of the local inhabitants (Getz, 2008). By the intensification of the cultural life of a festival venue, besides the external image the attachment of the inhabitants to their own settlement also strengthens (Leenders, 2010). By the increased touristic attractiveness, the level of satisfaction of guests arriving at the destination also increases, as a result of which the settlement becomes more attractive to tourists (Grappi & Montanari, 2011).

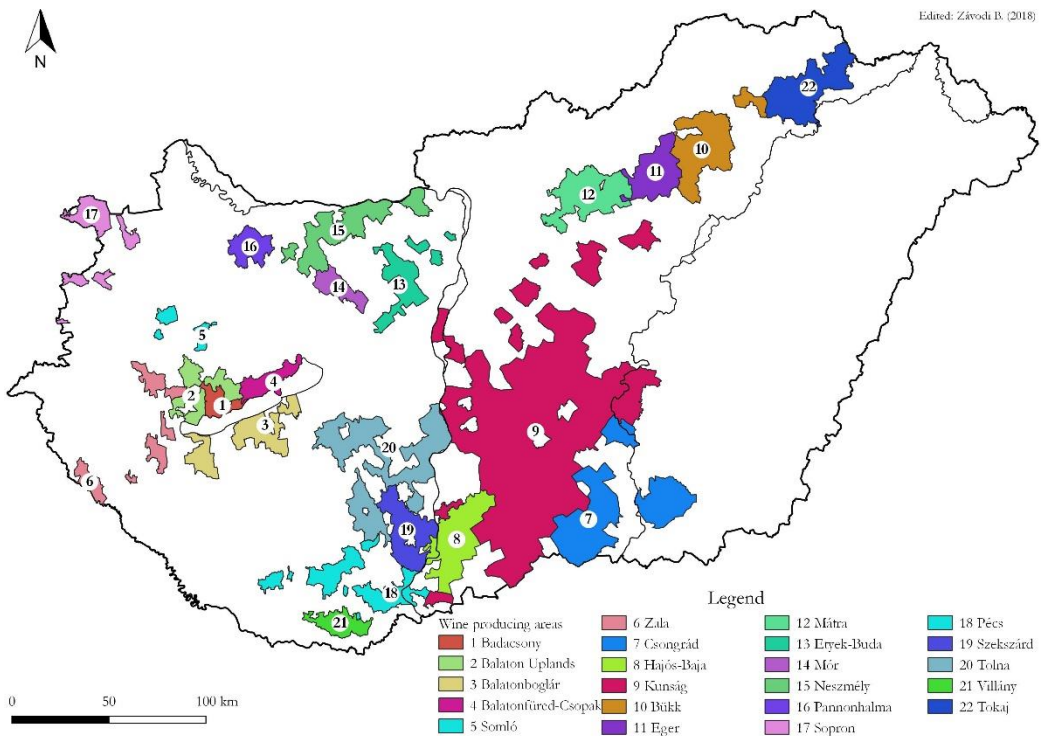
A special category of festivals is events related to wine, enological tourism and wine gastronomy. Enological tourism is a very complex tourism product, in the opinion of Getz (2000) it can be approached from three aspects: from the side of wine producers, destinations and tourists. According to Hall et al. (2000), enological tourism is not only about visiting vineyards and wineries but also about participation in different wine-related events and exhibitions. Wine-related festivals and events play an important role in the enological tourism of the respective destinations, closely attached to the culture and traditions of the given region (Várhelyi, 2012). Hungary has long traditions in viticulture and wine production, and wine producing areas and settlements celebrate their related holidays in accordance with their traditions (Várhelyi, 2016). In Germany, a country very rich in traditions of enological tourism, the role of wine festivals is seen in their potential of gaining new target groups (Rüdiger et al. 2015). Rück (2013) defined several advantages of wine festivals which may be utilised by the wineries, e.g. by the direct sales of their high prestige products. For the destination management organisation of the respective region it may entail the increase of the volume of guests, the improvement of the recognition and the strengthening of the positive image. Even local inhabitants can feel the positive impacts by the increased attractiveness of their place of residence.

Learning the gastronomy of the respective regions has been appreciated in recent years. Getting to know the cuisine and/or wines of some regions has become a primary motivation by now in many cases (López-Guzmán et al. 2012). In the view of Garibaldi et al. (2017) tourists participating in enological tourism are interested in large numbers not only in alcoholic beverages but also in foods. It supports the concept that foods and drinks together, closely integrated and supplementing each other, are important parts of tourism. In the themes of gastronomy festivals, the preparation of dishes, their introduction and tasting play a central role. They can be

organised not only around food but also beverages (wine, beer, pálinka). One type in this category is wine gastronomy festivals whose central element is wine, supplemented by various services. Szabó (2017) says that wine gastronomy festivals can be classified into four categories:

- Wine festival: Basically the local, regional and national exhibitions for the wines of the wine regions for the public with a significant wine professional content.
- Wine gastronomy: A gastronomy event, festival where the foods and drinks are both presented to the audience.
- Wine culture: The meeting of the wine and the arts, a cultural event, festival where the wines also play a highlighted role in the programme.
- Harvest festival: Harvest folk feasts, festivals, balls, where the audience meets the wine culture and the traditions of the wine region with particular concern.

Hungary has significant traditions in viticulture and wine production, which is proved by the number of wine related events that is growing year after year. The Hungarian vineyards make a total of 22 wine producing areas (Figure 1), with a total territory of approximately 62 thousand hectares.



**Fig. 1: Wine producing areas of Hungary**

Source: own editing

**AIMS**

The main objective of the research was the exploration of the characteristic features of the supply of wine gastronomy festivals in 2017 in Hungary. This requires the investigation of the issue from several aspects, such as the categorisation of festivals and the proportion of the respective categories from the total of the supply. Furthermore, the survey of the territorial characteristics of such events is necessary, on the basis of which their tourism geographical features can be defined.

**METHODS**

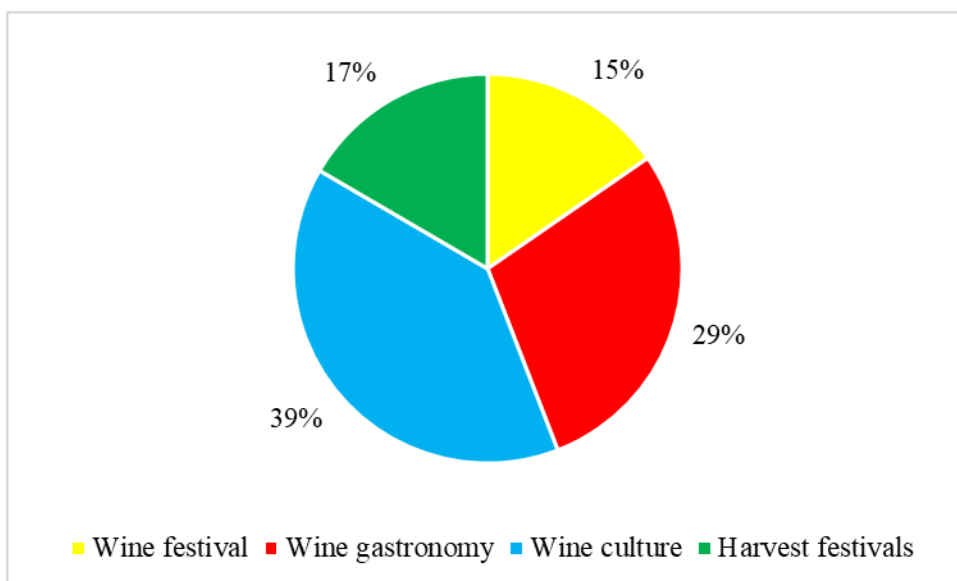
Using different sources, we collected the wine gastronomy festivals in Hungary. Festivals and information concerning them were collected from the websites of wine producing areas and wine routes, their web 2.0 pages and the websites of programme guides with national recognition. These events were analysed on the basis of their supply, and then classified into the categories indicated above, on the basis of the assessment of their themes and programmes (Szabó – Szeidl – Závodi 2017). Using the database compiled, we determined the primary, especially geographical features of the supply.

**RESULTS**

**SUPPLY OF WINE GASTRONOMY FESTIVALS IN HUNGARY**

Enological tourism is popular in Hungary, which is well demonstrated by the fact that no less than 247 wine gastronomy festivals were organised in Hungary in 2017. The preliminarily defined four categories had different proportions (Figure 2) from the total of the supply. Wine festivals have a significant enological professional

content, targeting a much narrower layer of visitors. Accordingly, their number is the lowest of all four categories, not more than 38 such festivals were held in Hungary in 2017. The number of harvest festivals, 41, is not much above that of the wine festivals. The number of these festivals is primarily due to the fact that the date of their organisation is closely connected to harvesting time (from late August to early October). Despite this small number, they have an outstanding role in the preservation and transition of traditions related to the wine producing areas and the harvest. Hungary has several traditions related to wine gastronomy. Wines and foods, supplementing each other, are dominant parts of the supply of the festivals. Thank to the several traditions connected to wines and foods, one-third of all thematic festivals of wine (71) are in the category of wine gastronomy. The broadest category is wine culture, as almost 40% of all events (97 festivals) were listed here. One reason for this is the diverse supply of these events; they are capable of moving masses of people, especially with their music and arts content. They contain elements that are interesting for several target groups. This category contains several festivals with long tradition and national range of attraction.

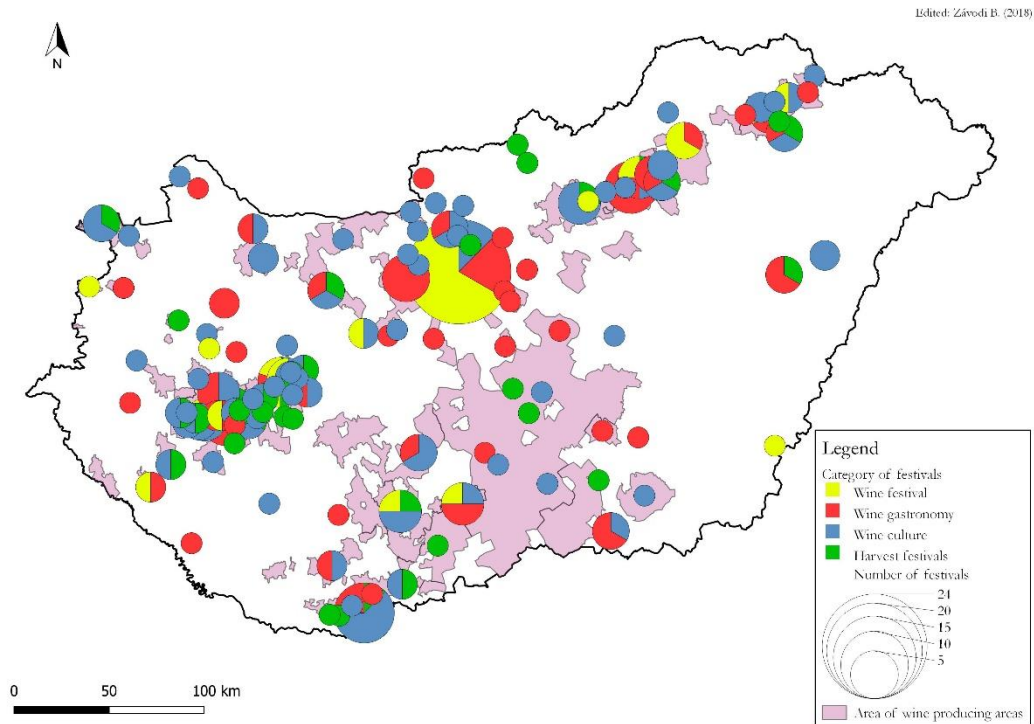


**Fig. 2:** Proportion of wine gastronomy festival categories (Hungary 2017)

Source: based on online sources own editing

Wine gastronomy festivals are typically organised in territories defined as wine producing areas of Hungary (Figure 3), but there are many exceptions as well, settlements that are not situated in wine producing areas. In 2017 a total of 247 wine gastronomy festivals were organised in Hungary, one-third of them (31%) in

settlements outside wine producing areas. The main reason why these settlements organise wine gastronomy festivals is to use the potential lying in festivals, which may also play an important role in the shaping of the external image and fame of the destination. A significant part of these settlements are active tourism destinations anyway, and so the values lying in Hungarian wines are also offered for the increase of the attraction of their events. Another part of them, as big cities, are significant consumer markets where the demand of the local consumption is satisfied.



**Fig. 3:** Spatial distribution of wine gastronomy festivals (Hungary 2017)

Source: based on online sources own editing

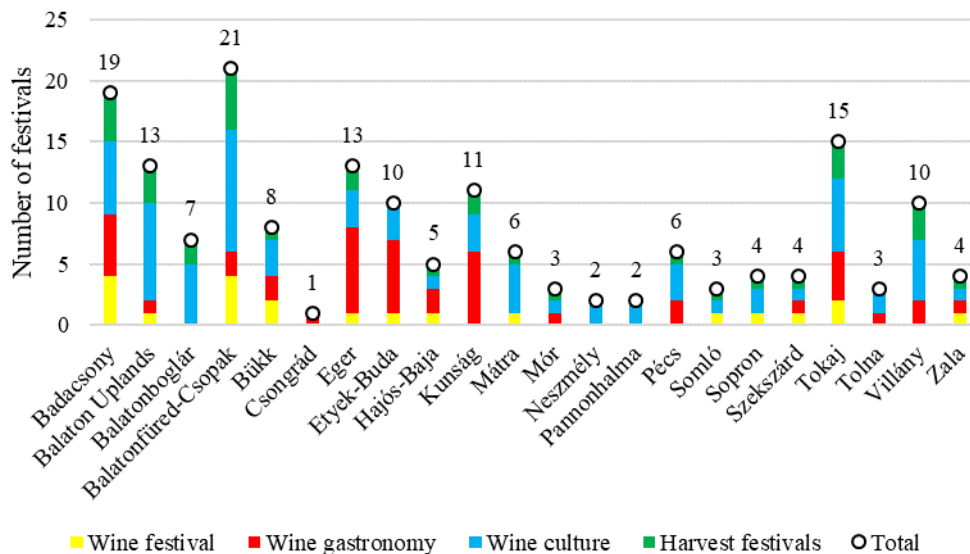
Wine festivals are usually connected to the famous wine producing areas of Hungary, like for example Tokaj, Villány and Eger. A considerable part of the events in the wine festival category is organised in the capital city of Hungary, Budapest. The city, coming from its size, has a significant consumer market that guarantees the demand for and the success of such events. The regional distribution of wine gastronomy festivals is more even. The main junction is Budapest and its surroundings, but we also have to mention Etyek as a wine gastronomy centre of Hungary. The wine culture festivals are typically concentrated in the territories of



the wine producing areas, but the role of wine cities is also determining, see e.g. Sopron, Villány, Eger and Pécs. Harvest festivals too are primarily linked to wine producing areas, but in this category too we find settlements (Ópusztaszer, Szécsény) that have no enological traditions, still they organise such festivals every year.

## WINE GASTRONOMY FESTIVALS IN HUNGARY'S WINE PRODUCING AREAS

Hungary has 22 wine producing areas that organised various numbers of wine gastronomy festivals in 2017 (Figure 4). Eight wine producing areas organised at least ten or more wine gastronomy festivals. These are the wine producing areas that make the best use of the potential lying in wine gastronomy festivals, like generating turnover, increasing the fame of the wine producing area and the preservation of traditions. The most popular category in most of the wine producing areas was wine culture. These festivals are for a broader audience and the large-scale open-air wine weeks, whose number is dominant in Hungary, are also in this category. The number of festivals in the wine gastronomy group is the highest in proportion in the following wine producing areas: Eger, Etyek-Buda and Kunság. The Eger wine producing area has several traditions related to foods that are well harmonised with the wines of the area. The Etyek-Buda wine producing area is a wine gastronomy centre of Hungary, proved by the fact that the so-called "Etyek Picnic" is now organised for times a year, due the great success.



**Fig. 4:** Distribution of wine gastronomy festivals among wine producing areas (Hungary 2017)

Source: own editing based on online sources

Harvest festivals could be found in the supply of all wine producing areas, except for five. This demonstrates that almost all Hungarian wine producing areas find it important to preserve the traditions, especially the cherishing of harvest traditions. The number of wine festivals varied across the wine producing areas: this type is missing from the supply of some less recognised and lower-prestige wine producing areas, but even some well-known and high-prestige wine producing areas neglect the organisation of wine festivals.

## SUMMARY

In recent years, following the consumer trends, interests in wine and gastronomy has increased, which is proved by the increase in the number of wine gastronomy festivals organised in Hungary: it grew from 151 in 2012 to 223 by 2016. One reason for this is that more and more festival organisers see, as a result of the increased interest, a potential in festivals connected to wine and gastronomy. The other reason might be that more and more festival organisers, wine producing areas and wine routes see it important to do marketing on online platforms, following current trends.

As a consequence, a growing number of festivals appear on the examined websites year after year.

Wine gastronomy festivals are usually linked to the wine producing areas of Hungary, but several settlements organise such events as well that do not belong to any wine producing area. In these settlements it is primarily the size of the consumer market and the volume of tourism that are influencing factors.

The most popular category was the extremely diverse and complex wine-culture, with almost 40% of all events in this category. These festivals, with their colourful programmes, aim at several target groups, which is a guarantee of their success in many cases. In the supply of the wine producing areas too this was the dominant category, which is in line with the present phenomenon of growing consumer expectations in tourism, and so the wine producing areas and wine routes also try to satisfy these demands at the highest possible level.

## **ACKNOWLEDGEMENTS**

This publication/research has been supported by the European Union and Hungary and co-financed by the European Social Fund through the project EFOP-3.6.2-16-2017-00017, titled “Sustainable, intelligent and inclusive regional and city models”.

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# THE REPRESENTATION OF WOMEN IN HOSPITALITY JOURNAL EDITORIAL BOARDS

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**ABSTRACT:** Despite their proven abilities as leaders, women continue to be marginalized at both local and global levels. Even in the academic field, the issue of gender disparity, which hampers women's advancement in rank and responsibility, has attracted the interest of several studies for decades. In an effort to study the issue of gender parity, this paper documents the extent of women representation in the editorial boards of ten leading hospitality academic journals, reviewing the functions of women at various editorial levels. The paper builds upon previous research in tourism and hospitality and in the fields of management, marketing, medicine and economics, to name a few. To achieve this, an exploratory research design was used where manual data collection and quantitative analysis was employed. Some of the findings reveal that only 132 (of 624) editorial members were women, holding management, editor and other positions in the board: an important consideration that reflects the issue of gender disparity in hospitality journal editorial boards. The majority of these positions were held at professorial rank and were affiliated with American universities. Their presence on the boards, was mainly influenced by the size of the board, the age of the journal and the women's research productivity.

**Keywords:** gender parity, hospitality field, academic journals

## INTRODUCTION

The majority of studies that have analyzed the influence of women in academia and to some extent gender parity or imbalance, specifically at journal editorship level have been carried out in economics (e.g. Addis & Villa, 2003), management (e.g. Metz & Harzing, 2012), medical (e.g. Ioannidou & Rosania, 2015; Kennedy, Lin & Dickstein, 2001), marketing (e.g. Pan & Zhang, 2014), mathematical sciences (Topaz & Sen, 2016) and other science journals (e.g. Meyer, Cimpian & Leslie, 2015), to mention a few. Our study presents a point of departure, by specifically relating to women editorship in the field of hospitality. Although a similar study was conducted by Munar et al. (2015), on editorships in tourism and hospitality journals,

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Gursoy and Sandstrom (2016) argue for the disaggregation and differentiation of the two fields. This approach, aids researchers gain a more accurate understanding of the relative importance of each field's set of journals (McKercher, Law & Lam, 2006). The hospitality field is peculiar at three levels. At the graduate student level, female students dominate tourism and hospitality graduate cohorts in areas such as Asia and Australia (King, McKercher & Waryszak, 2003). At the same time, this number is increasing (Woods & Viehland, 2000). Although values may differ, at industry level, hospitality is predominantly female-dominated in Spain and in the United States, as women account for 54% (Santero-Sanchez et al., 2015) and 51% of the labour force (Young, 2017) respectively. At authorship level (without specific statistics for hospitality), the majority of the 3370 tourism and hospitality authors on the International Centre for Research and Study on Tourism (CIRET) and the Tourism Research Information Network (TRINET) databases whose gender could be ascertained, were men, at 59% (Munar et al. 2015).

Although there is ensuing debate on what proportions should be expected, for an editorial board, the percentage of female editorial board members can be mirrored to the percentage of female authors in the corresponding journals, women in faculty or female members in professional associations (Mauleón & Hillán, Moreno, Gómez & Bordons, 2013). In the case of this article, the authors selected to comply with an expectation in line with authorship in tourism and hospitality journals, as indicated by Munar et al. (2015) that depicts a disparity in favour males. The authors were thus interested in noting whether such a tendency would be mirrored in the editorial boards of hospitality journals. In line with this endeavor, the present article therefore aims to:

1. Document the extent of women representation in the editorial boards of leading hospitality journals using the existing disparity of gender representation in tourism and hospitality academia as a proxy.
2. Review the roles of women in leading hospitality journal boards.
3. Highlight factors that influence the presence of women in the boards.

This paper helps advance existing literature in hospitality, by highlighting the factors that could influence the presence of women in journal editorial boards. The following section presents the literature that was reviewed to guide the study.

## LITERATURE REVIEW

Gender is a key characteristic of membership to journal editorial boards, amongst others such as nationality and research standing (Willet, 2013). The representation of women in the editorial boards of academic journals has been recorded as far as the 1980s. Over (1981) for instance, studied the sex ratio of the editorial boards of 14 psychology journals, noting an increase from 6.8% in 1972 to 17.8% in 1977, of women editorial appointments. There was also a substantial increase in women representation on the boards of major medical journals between 1970 and 2005 (Jagsi et al., 2008) and psychology and management journals (Mauleón et al., 2013). This increase has also been recorded even at prestige positions of editor-in-chief in medical journals (Jagsi et al., 2008). Despite such increases, most studies confirm the low or under representation of women in comparison to their male counterparts, signaling gender disparity. The ratio of women to men, often used to measure the gender gap and gender parity in journal editorial boards, is obtained by dividing the percentage of women with that of men (Mauleón et al., 2013). The ratio when below or above 1, indicates gender disparity in favour of men and women respectively. A ratio of 1 suggests gender parity (Mauleón et al., 2013). The representation of women in the editorial boards of marketing journals was low, with 24% of them serving as board members and 22% as editor-in-chiefs (Pan & Zhang, 2014).

In the mathematical sciences women editors were underrepresented in comparison to their proportion in the field (Topaz & Sen, 2016). In the United States women in the mathematical sciences accounted for 29% of doctoral holders and 15% of tenure stream faculty, whilst in editorial boards they accounted for 8.9%. A study by Ioannidou and Rosania (2015) of 3060 editors in dental journals, portrayed similar underrepresentation of women compared to their proportion as faculty members, as they represented 2.5% of editor-in-chiefs and 16.0% of associate editors-in-chief. By comparing women on editorial boards of medical journals with their representation as physicians in their respective specialties, Kennedy, Lin and Dickstein (2001) also noted disparity in more than half of the journals studied.

The proportion of women (to men) as editorial members varies by journal and discipline (Mauleón et al., 2013). However, the generalisation is towards gender disparity in favour of men even in some specialties that are dominated by women professionally. The factors that have influenced women presence on editorial boards are multitude. They range from the presence of women editors-in-chief on the board, journal features such as the size of the editorial board, the Scimago Journal and Country Rank (SJR) position and journal internationalisation (Mauleón et al., 2013) to mention a few.

Prior research confirms that the presence of a woman editor-in-chief increases the participation of women as editorial and advisory members (Ioannidou & Rosania, 2015). Mauleón et al. (2013) found a positive correlation between female editor-in-chiefs and women presence in the editorial board. This paper also envisaged that:

*H<sub>1</sub>: Hospitality journals with women editors-in-chief have a higher number of women in the editorial board.*

*H<sub>2</sub>: The presence of women at management editorship position is positively correlated with the presence of women in the editorial board.*

Kennedy, Lin and Dickstein (2001) further purport that the presence of women on the editorial board assists in the academic advancement of other women by increasing the articles for publication that are written by them. In the medical field as they argue, this can encourage the publication of papers on women's issues. The presence of a female editor was found to be positively associated with the percentage of articles authored/coauthored in marketing journals.

Mauleón et al. (2013) found no relationship between female presence (either as authors or editorial board members) and the prestige of the journal (measured by its SJR position) and internationalisation (measured by the percentage of foreign articles published in the journal). However, they noticed that female presence in editorial boards was positively correlated with the size of the editorial board. In this paper it was also hypothesized that:

*H<sub>3</sub>: The size of an editorial board is positively correlated with the number of women in the editorial board.*

Although Brinn and Jones (2007; pg. 4) noted little evidence suggesting that membership to accounting editorial boards was influenced by institution of affiliation or geographical spread, but rather members were drawn from a 'self-perpetuating elite' group of graduates from the top United States universities, the geographic region of affiliation was found to be influential in promoting women editorship by Metz and Harzing (2012). Metz and Harding's (2012) study of management editorial boards indicated that women had a lower chance of becoming editors-in-chief in European or Australasian based journals than in journals based in the United States. They argue that United States based management journals have always had the most diverse editorial boards since 1989 (p. 295). In this light, this paper purported that:



*H<sub>4</sub>: The geographic region of a hospitality journal's affiliation has an influence on the presence of women in the editorial boards.*

The study also hypothesized that:

*H<sub>5</sub>: Women from universities affiliated with certain geographic regions have a higher presence in leading hospitality journals.*

Another factor influential in promoting women editorships is the age of the journal. The age of the journal is 'calculated by subtracting the year the journal was established from the year of data collection' (Metz & Harzing, 2009, p. 547). Mertz and Harzing (2009) found modest positive correlation between the age of management journals and female membership in the editorial boards. Eighty-three percent of the marketing journals analyzed by Pan and Zhang (2014) witnessed an increase in women representation on their editorial boards over a period of 15 years. The *Business Horizon* journal, for instance, that had no women representation in 1997, had 33% in 2012 (Pan & Zhang, 2014). Mauleón et al. (2013) also noted an upward trend in the percentage of female editorial members between 1998 and 2009, being significantly higher in the most recent year. This paper therefore hypothesized that:

*H<sub>6</sub>: The age of a hospitality journal is positively correlated with the presence of women in the editorial boards.*

Two other important factors that were analyzed in this paper, that have an influence on the presence of women in editorial boards was the academic rank of the female editors and their research productivity (measured by the *g*-index). The nomination to serve on an editorial board is a prestigious honour (Brinn & Jones, 2007). Editors hold positions of power and the editorial decisions they make can influence the course of research within a community (Topaz & Sen, 2016). For women, nomination serves as a measure of their influence at academic level (Gollins, Shipman & Murrell, 2017). Nomination is usually based on academic rank, research, publication, and accomplishment (Kennedy, Lin & Dickstein, 2001). Mauleón et al. (2013) observed a higher presence of women in editorial boards in fields with a higher share of women at the highest rank of the academic hierarchy. This paper therefore hypothesized that:

*H<sub>7</sub>: The academic rank of the women has an influence on their presence in the editorial boards of hospitality journals.*

*H<sub>8</sub>: Research productivity has an influence on the presence of women in the editorial boards of hospitality journals.*

The methods that were used to study the objectives set in this paper are now presented.

## **RESEARCH METHODS**

The extent of women's representation at editorship of hospitality journals was examined in this paper. To achieve this, an exploratory research design was used where manual data collection and quantitative analysis was employed.

Data collection was staggered in four phases. First, the choice of journals to include in the sample was based on extant literature. Hospitality journal rankings by McKercher, Law and Lam (2006), Mckercher (2012), Gursoy and Sandstrom (2016) were used. The top five leading hospitality journals identified by McKercher, Law and Lam (2006) based on peer ranking assessment of journal awareness and quality were, the Cornell Hospitality Quarterly, International Journal of Hospitality Management, Journal of Hospitality and Tourism Research, International Journal of Contemporary Hospitality Management and the Journal of Hospitality and Tourism Education. The list from McKercher (2012), based on an influence ratio, comprised of seven leading journals; International Journal of Hospitality Management, Journal of Hospitality & Tourism Research, International Journal of Contemporary Hospitality Management, Scandinavian Journal of Hospitality and Tourism, Journal of Hospitality, Leisure, Sport and Tourism Education, Journal of Hospitality & Tourism Research and the Cornell Hospitality Quarterly.

The last list of top scoring journals from Gursoy and Sandstrom (2016) were the International Journal of Hospitality Management, Journal of Hospitality and Tourism Research, Cornell Hospitality Quarterly, International Journal of Contemporary Hospitality Management, Journal of Hospitality Marketing and Management, Journal of Hospitality and Tourism Education, Journal of Foodservice Business Research and the International Journal of Hospitality and Tourism Administration, which were ranked based on the combined assessment of 563 researchers in hospitality and tourism.

The second step involved integrating the three lists, which resultantly led to a sample of 10 leading hospitality journals listed in alphabetical order. The acronyms of the journals as used in this study are parenthesized:

Cornell Hospitality Quarterly (CHQ)

International Journal of Contemporary Hospitality Management (IJCHA)

International Journal of Hospitality and Tourism Administration (IJHTA)

International Journal of Hospitality Management (IJHM)

Journal of Foodservice Business Research (JFBR)

Journal of Hospitality and Tourism Education (JHTE)

Journal of Hospitality and Tourism Research (JHTR)

Journal of Hospitality Marketing and Management (JHMM)

Journal of Hospitality, Leisure, Sport and Tourism Education (JHLSTE)

Scandinavian Journal of Hospitality and Tourism (SJHT)

In the third step, journal descriptive information was recorded. The geographic region of affiliation, years of coverage (age) and the name of the publisher were retrieved from the Scimago Journal and Country Rank (SJR) and the Thomson Reuters Journal Citation Reports (JCR), which are research analytics tools. The geographic regions of affiliation were then classified into five based on the United Nations Geoscheme. The scheme is a system which divides the countries of the world into five regional groups of Europe, the Americas, Oceania, Asia and Africa (United Nations Statistics Division [UNSD], 2017).

In the last step, the editorial board lists were extracted from the official journal home pages. The size of the journal editorial board (measured by the total number of editorial members in the board) was ascertained manually. Each editorial board member was categorized in terms of their gender orientation. The gender of the editors was determined manually using various techniques such as photo searches, textual references based on gender-specific pronouns and the authors' inferences of an editor's name from common gender-specific names. The photo search on sites such as LinkedIn, Rocket Reach Search and Research Gate proved useful for ambiguous names. A manual search was adequate for a small sample as in our study. However, in longitudinal and large-scale gender studies, automated name-based approaches are ideal (Topaz & Sen, 2016). The manual search was however limiting as it confined the gender classification into the binary female/male mode. However, this approach has been used successfully in other gender based studies (e.g. Amrein et al., 2011).

The term editorship instead of editor was used, to infer to the editorial team, following Topaz and Sen (2016), as it relates to a position in the board rather than an individual. Using Topaz and Sen's (2016) criteria, editorships in the hospitality journals were classified into three; managing, editor and other. The Managing group, included all editorships with a leadership and managerial role. Titles such as editor-in-chief, executive editors, managing editor, associate managing editor, associate editor, managing board member, regional editors, editorial assistants, coordinating editors and chief-editor were included in this category. The Editor category was comprised of titles such as editorial board member, editorial review member and editorial committee. The last group included titles such as honorary editor, advisory board, academic editor, founding board member, and editor emeritus (Topaz & Sen, 2016).

The rank of the women editors as either professors or other (senior lecturer, researcher, director etc.) was retrieved from the journal home pages, university of affiliation webpages, LinkedIn, Rocket Reach Search or Research Gate. Lastly the research profiles of the women was measured using the *g*-Index, a bibliometric indicator of research productivity (Costas & Bordons, 2008) retrieved from Google Scholar queries on Harzing's Publish and Perish Software version 6.

The data collected was further analyzed quantitatively using SPSS version 25 and STATA version 14. Journal characteristics were analyzed using descriptive information and frequencies. For gender parity, the percentage of women editorships was calculated. The relationship between women presence in the editorial boards, their characteristics and journal related factors such geographic affiliation, was studied using Spearman correlations, independent samples *t* tests and multinomial logit regression analysis.

## **PRESENTATION AND DISCUSSION OF MAIN FINDINGS**

This study analyses the editorial boards of ten leading hospitality journals, based on rankings by McKercher, Law and Lam (2006), Mckercher (2012) and Gursoy and Sandstrom (2016). The ten journals had 624 editorship positions at the time of research.

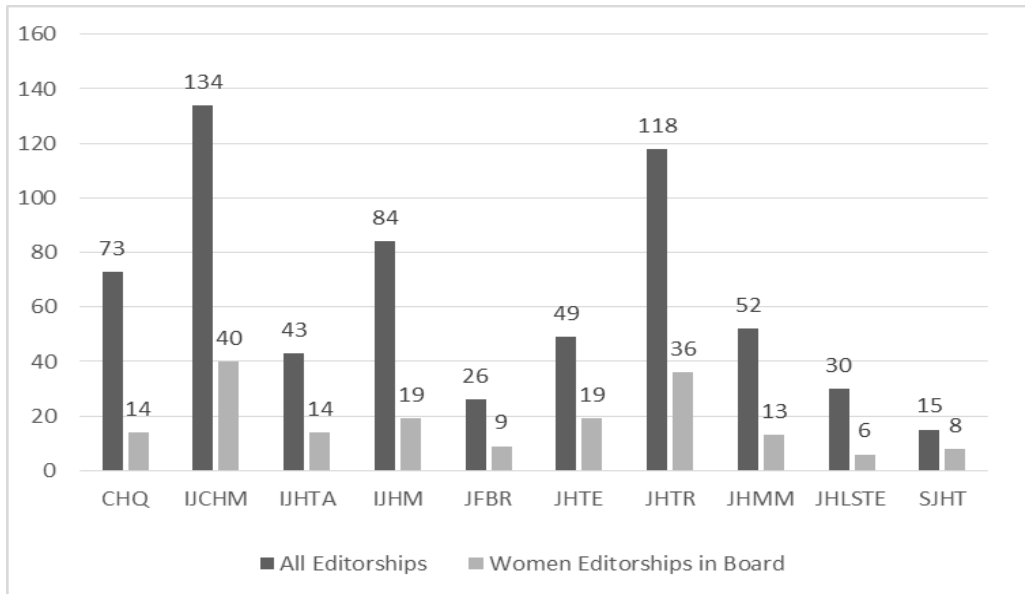
### **JOURNAL CHARACTERISTICS**

The ten journals that were reviewed were established between 1960 (Cornel Hospitality Quarterly) and 2001 (SJHT). Five of the journals are published by Taylor and Francis, the rest by Elsevier (IJHM, JHLSTE), Emerald (IJCHM) and

Sage (CHQ and JHTR). In terms of the journals' geographic affiliation, the Americas and Europe receive an equal share of five each.

### WOMEN EDITORSHIP POSITIONS

The highest number of editorships in the boards was 134 (IJCHM) and the lowest was 15 (SJHT) (Figure 1). The IJCHM also had the highest number (at 40) of editorship positions held by women.



**Fig. 1:** Number of Editorships in Journal Editorial Boards

Source: Journal homepages

The percentage of women to men editorships in the boards ranged from 19% (14 of 73 editorships) for the CHQ to 53% in the SJHT (Figure 1). However, of all the 624 editorships, women held 178 positions (i.e. 29%). The 178 positions were held by 132 women, as some (22%) held more than one editorship position (i.e. the multiple editorships category). The highest number of positions held by a single member was six.

Of the 178 editorship positions, 79.2% were held at editor level as advisory board members, editorial review or board members. A sizeable number (19.1%) of the positions were held at management level, were women served as chief-editors,

associate editors, regional editors, coordinating editors or co-editors. The other category comprised of 1.7% of the women. A further study of the 132 women revealed that the majority of them were affiliated with universities and institutions from the Americas (57.6%). These were followed by those in Europe (22.7%), Asia (12.1%) and Oceania (7.6%). There was no representation from Africa. The leading countries of affiliation in these regions were the United States of America (54.9%), the United Kingdom (9.8%), China (7.5%), and Australia (4.5%). The majority of the women (84.1%) were professors.

Based on the findings, this study therefore fails to depart much from previous research because it confirms the existence of gender disparity in favour of men, where there is a low representation of women in hospitality journal editorial boards. At 29%, editorship positions held by women were fairly low in number in comparison to their male counterparts. Secondly women were found to be under presented in comparison to their presence at authorship level. Although disaggregate results of women authors in hospitality do not exist, they represent 51% of the 3370 tourism and hospitality authors (whose gender could be ascertained on the CIRET and the TRINET databases (Munar et al. 2015). This scenario therefore supports the concept of vertical segregation or the ‘glass ceiling’ where there is a downward trend of women representation as responsibility levels increase (Mauleón, et al., 2013). Even the most prestigious position of chief-editor or co-editor was held by only five women.

#### FACTORS THAT INFLUENCE THE PRESENCE OF WOMEN ON HOSPITALITY JOURNAL EDITORIAL BOARDS

The factors that explain the presence (or absence) of women in journal editorial boards are multitude. Existing literature cites issues of implicit or explicit gender bias (Amrein et al., 2011), lack of innate intellectual talent by women editors (Meyer, Cimpian & Leslie, 2015), lack mentorship and female role models (Amrein et al., 2011) and family responsibilities (Morton & Sonnad, 2007). Some factors are journal related and may include the journal’s desire to diversity the board (Topaz & Sen, 2015), its size and the presence of a female editor-in-chief who acts as trailblazer (Mauleón, et al., 2013). In some cases, the editors’ characteristics such as their academic performance, professional age or gender can be influential (Metz, Harzing & Zyphur, 2016). Using a de-duplication process where individuals were analyzed (Topaz & Sen, 2016), where possible, this study explored some of these factors but specifically analyzed the relationship between women editorships in the board with:

- a) The presence of women chief editors ( $H_1$ )

- b) The presence of women at management editorship position (H<sub>2</sub>)
- c) Size of the editorial board (H<sub>3</sub>)
- d) Geographic region of the journal's affiliation (H<sub>4</sub>)
- e) Geographic region of university affiliation (H<sub>5</sub>)
- f) Age of the journal (H<sub>6</sub>)
- g) Rank of the women editorial members (H<sub>7</sub>)
- h) Level of research productivity of the women editorial members (H<sub>8</sub>)

Spearman's rank order correlations were conducted to test hypotheses H<sub>1</sub>, H<sub>2</sub>, H<sub>3</sub> and H<sub>6</sub>, mainly because the sample size was small and the relationships between the variables were monotonic. There was no correlation between the presence of women in the editorial boards with the presence of women chief editors (H<sub>1</sub>) and women in the journal management team (H<sub>2</sub>) (Table 1). This finding supports a persistent perception of female misogyny in academia where successful women might not be helpful to other women in the workplace (Metz, Harzing & Zyphur, 2016).

**Tab. 1:** Correlation Analysis (n = 10)

			Number of Women Editorships in Board
Spearman's rho	Variable	Correlation Coef.	Sig. (2-tailed)
	Women Chief Editors (H <sub>1</sub> )	.056	.878
	Women in Journal Management Team (H <sub>2</sub> )	.219	.544
	Size of Editorial Board (H <sub>3</sub> )	.762*	.010
	Age of Journal (Years) (H <sub>5</sub> )	.695*	.026

\*. Correlation is significant at the 0.05 level (2-tailed).

However there was strong positive correlation between the size of the editorial board ( $r_s = .762, p < .05$ ) and the age of the journal ( $r_s = .695, p < .05$ ) with the number of women editorships in the board. The size of the editorial board was positively correlated to the presence of women in the board, supporting findings by Metz and Harzing (2009) and Mauleón, et al. (2013). This finding backs existing empirical evidence that supports a positive association between a team's size and its heterogeneity suggesting that the larger the team, the more heterogeneous it would

be (Metz, Harzing & Zyphur, 2016). The age of the journal was also found to be positively correlated with the number of women in the boards. It would however be important in future, to assess how the leading hospitality journals studied in this paper, aligned their boards over the years in a bid (if any) to deal with such pressures.

To assess the influence of the geographic region of the journals' affiliation, classified as either America or Europe, on the presence of women in the editorial boards (and hence test H<sub>4</sub>), independent samples *t* tests were conducted. The study concludes that there was no statistically significant difference between women membership in the boards of American hospitality journals with those from Europe ( $t(8) = .322, p = .637$ ).

Hypotheses H<sub>5</sub>, H<sub>7</sub> and H<sub>8</sub> were analyzed using multinomial regression which is amenable to small sample sizes where the dependent variables have more than two categories (Riggs, 2008). The model was used to analyze the relationship between editor features such as the academic rank (professor or other), the geographic region of the university or institution where the women are affiliated (America, Europe, Africa, Asia and Oceania) and research productivity (Low, medium or high *g* index) and the four editorship positions (managing, editor, other and multiple).

The results are presented in Table 2.

**Tab. 2:** Multinomial Logit Results

Editor Features	Management Editorships	Multiple Editorships	Other Editorships
<i>g</i> Index (Medium)	.298	0.0825	0.510
	(0.551)	(1.060)	(0.647)
<i>g</i> Index (High)	-1.345	<b>1.496*</b>	<b>16.69***</b>
	(0.894)	(0.836)	(0.937)
Rank (Professor)	-0.436	<b>17.19***</b>	<b>-3.506*</b>
	(0.658)	(0.438)	(1.837)
Region of University Affiliation (Europe)	.741	<b>-17.50***</b>	-0.757



	(0.584)	(0.474)	(2.213)
Region of University Affiliation (Asia)	-0.702	0.429	<b>-14.37***</b>
	(1.167)	(0.723)	(0.799)
Region of University Affiliation (Oceania)	.349	0.0501	<b>-14.63***</b>
	(1.037)	(1.128)	(0.896)
Constant	-1.323*	-19.68***	-16.21***
	(0.752)	(0.586)	(0.732)
Number of Observations	132	132	132

Robust standard errors in parentheses \*\*\*  $p < 0.01$ , \*\*  $p < 0.05$ , \*  $p < 0.1$

Reference Categories: 'Editor'; 'Low'; 'Other' and 'America'.

The results (Table 2) suggest that women with high research productivity (as measured by the *g* index) are more likely to be nominated in:

1. The 'other' editorships category than the editor category (16.69,  $p < 0.01$ ). The 'other' editorships category holds prestigious positions such as editor emeritus or honorary editor.
2. The multiple editorships category than the editor category (1.496,  $p < 0.1$ )

The results also suggest that the professorial rank plays a key role for women who serve multiple editorships. They are more likely to serve in this category (17.19,  $p < 0.01$ ) than in the editor category. However, the professorial rank plays a lesser role for the 'other' editorships category (-3.506,  $p < 0.1$ ) than the editor category.

In terms of the region of university affiliation, two key results exist (Table 2):

1. Women who serve in the multiple editorships category (than in the editor category), are less likely to be affiliated with European than American universities or institutions (-17.50,  $p < 0.01$ ).
2. Women serving in the 'other' editorships category (than in the editor category) are less likely to be affiliated with universities or institutions from Asia (-14.37,  $p < 0.01$ ) or Oceania (-14.63,  $p < 0.01$ ) than those from America.

All the other results from the model were statistically insignificant.

## CONCLUSION

This study identified a low representation of women in hospitality journal editorial boards, suggesting the existence of gender disparity in favour of males. The low level of representation is in conformity with existing literature in other fields of study where gender disparity and imbalances have been noted. The study also realized some form of under representation relative to authors in tourism and hospitality databases. Because of the high status regarded of the journals studied, in hospitality as a field of study, and given the predominance of women at graduate level, and an almost equal share at authorship level, the authors expected a higher representation of women. The low representation of women in the boards, and their under representation relative to authorship in tourism and hospitality, disadvantages the journals of the wealth of comprehensive research experience that accompanies women appointments and also narrows the range of areas that are published (Metz, Harzing & Zyphur, 2016). For Africa, with no representation, this call is even prominent and editorial committees should be encouraged to seek appointments from suitable women candidates if possible. Otherwise the dominance of representation from America and Europe, follows the traditional dominance of the two regions, in hospitality education (Chon, Barrows & Bosselman, 2013) and tourism and hospitality education financing (Mahachi-Chatibura & Nare, 2017). The two regions have been influential is channeling the growth of tourism and hospitality education and its financing.

Although this study could not isolate all the factors supporting the inclusion or exclusion of women, of those identified, only three were influential; the size of the editorial board, the age of the journal and the research productivity of the women in the editorial boards. The use of research productivity for advancement to an editorial management position is a merit based decision. This indicator should be used as a strategy to encourage junior researchers especially hospitality scholars from Africa as they endeavor to enrich their academic profiles. Journals with larger board sizes such as the IJCHM and the JHTR and are more likely to promote the presence of women on their boards. In terms of publication, having more women on the editorial

boards of these journals, can assist in increasing the articles accepted for publication that are written by women (Kennedy, Lin & Dickstein, 2001). Although more empirical evidence is required for this assertion, the presence of women in these journals is welcoming and more factors should be isolated on why this is so, from the editorial committee members and even the chief-editors.

## LIMITATIONS

This study did not assess all hospitality journals but those regarded as influential and prestigious by teams of experts. The study is also cross sectional and contains records of boards as retrieved from journal home pages as of July 2018, to which alterations since that date may exist.

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# INADEQUATE ZONING IN PROTECTED AREAS OF BOSNIA AND HERZEGOVINA - CASESTUDY NP SUTJESKA

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**Ranko Mirić**  
**Boris Avdić**

**Abstract:** The subject of this work is inadequate zoning in protected natural areas in Bosnia and Herzegovina, case study - National park Sutjeska. Protected natural areas are under increasing anthropogenic impact, therefore their adequate zoning is the key to sustainable development and sustainable management. Recently, the performed zoning of the Sutjeska National Park, as well as most of the protected areas in Bosnia and Herzegovina, is inadequate and it is mainly established in order to exploit natural resources. As a confirmation of the above, it indicates that the zone III of protection level, where traditional economic activities are permitted, the construction of housing and tourist infrastructure, occupy a significant part in protected areas. General and specific geographical methods and techniques of research are used in this paper. The main focus is GIS method because throughout which is established significant database and maps of inadequate protection zones in the parks.

**Keywords:** zoning, inadequate, protected areas, Bosnia and Herzegovina, NP Sutjeska

## INTRODUCTION

On the territory of Bosnia and Herzegovina, the first officially protected area was established in June 1954 in the southwestern part of the country in the Perućica stream. After that, in August 1954, the National Institute for the Protection of Cultural Monuments and Natural Rarities of the Republic of Bosnia and Herzegovina, protected Prokoško Lake on the mountain Vranica as a natural rarity (The Law on the Protection of Cultural Monuments from 1947). A few years later, in 1962, the first national park of Sutjeska in Bosnia and Herzegovina was established. Perućica was the nucleus of the protection of this park. By the establishment of laws at the national level in 1964, categories of protection have been defined: a strict nature reserve, a nature reserve, a national park, special reserves, a protected natural landscape, a monument of nature, plant species,

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protected species, birdwatchers, wetlands, birds of prey. Protected areas in Bosnia and Herzegovina were established and declared in accordance with the defined legal provisions, where the national parks, Sutjeska and then Kozara in 1967 were first allocated as protected areas. Until 1990, in accordance with the Law on Nature Protection and the Law on the Protection of Cultural, Historical and Natural Heritage, only 0.55% of the territory of Bosnia and Herzegovina was protected. According to the Spatial Plan of Bosnia and Herzegovina for the period of 1981-2000, it is planned that by the year of 2000, around 8,300 km<sup>2</sup> which is 16.2% of the total area of the country will be placed under different regimes and levels of protection. Structurally, the stated nature protection plan at the level of individual categories had the following indicators:

- national parks (1,730 km<sup>2</sup>),
- regional parks (4,500 km<sup>2</sup>,
- particularly valuable natural areas (1,200 km<sup>2</sup>),
- memorial parks (100 km<sup>2</sup>),
- forest and other reserves,
- nature monuments (10 km<sup>2</sup>),
- water areas,
- coastal area,
- natural and artificial lakes (440 km<sup>2</sup>),
- other forms of protected nature (about 350 km<sup>2</sup>).

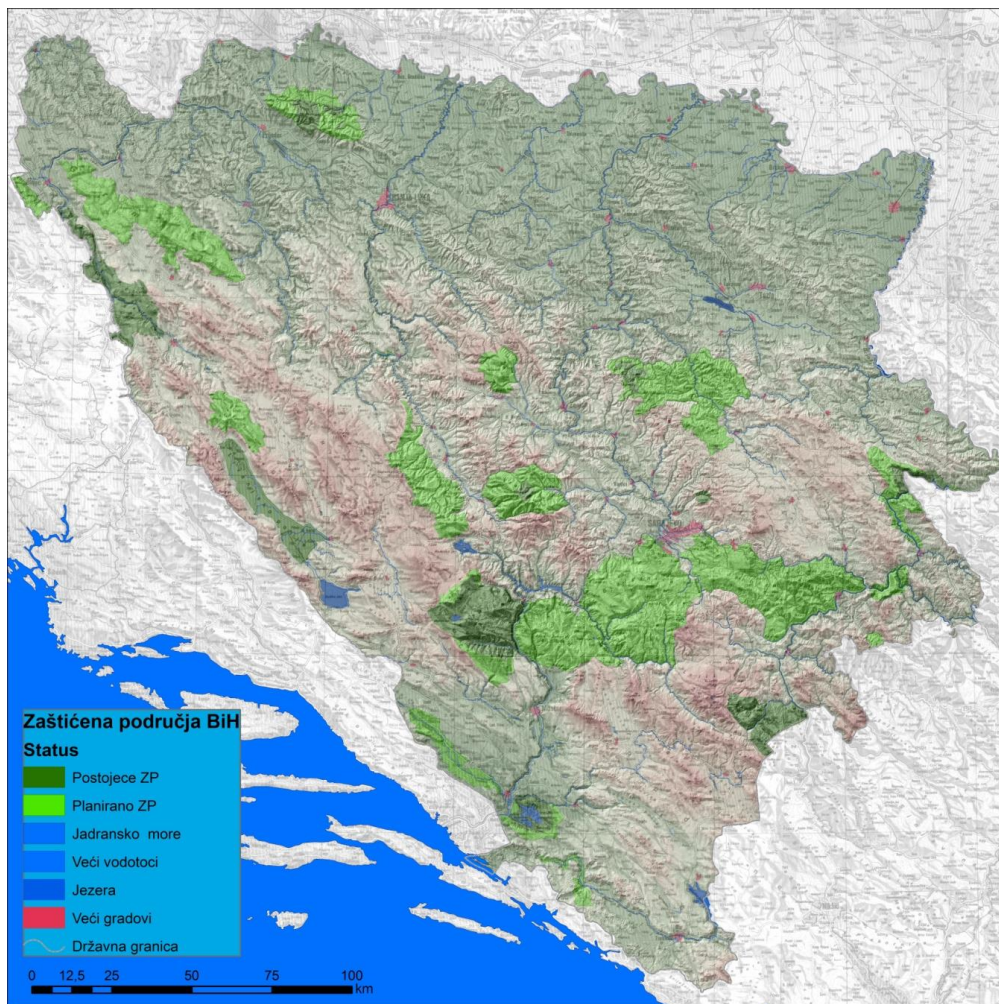
The modern concept of protection in Bosnia and Herzegovina is in line with IUCN (International Union Conservation Nature). The main purposes of establishing and managing protected areas are: scientific research, protection of wildlife, preservation of diversity of species and genes, maintenance of ecological services, protection of specific natural and cultural features, tourism and recreation, education, sustainable use of resources from natural ecosystems and maintenance of cultural and traditional attributes. Based on the IUCN categorization six categories of natural areas have been identified in Bosnia and Herzegovina, within 29 areas are protected, of which 2 are strict nature reserves (category Ia), 4 national parks (category II), 16 nature monuments (category III), 5 nature parks - protected landscapes (category V) and 2 areas for resource management - park forest (category VI) on a total area of 127,557.4 hectares. In addition, there are a large number of highly valuable natural areas on the territory of Bosnia and Herzegovina, which are planned for future protection. For the planning documents of entity, cantonal and municipal level. Analyzing the planning documentation at the entity level, it is planned to protect about 17% of the total area in the Federation of Bosnia and Herzegovina, about 15.5% of the total area in the Republic of Srpska, which is 16% of the total country territory.



Table 1. Protected natural areas in Bosnia and Herzegovina

	Name	Entity	IUCN categorization	Area in hectares
<b>A Strict Nature Reserve</b>				
1.	SNR Prašuma Janj	RS	I a	295,00
2.	SNR Prašuma Lom	RS	I a	297,82
<b>Special Nature Reserve</b>				
1.	SNR Gromiželj	RS	I b	831,33
2.	SNR Lisina	RS	I b	560,64
<b>National Park</b>				
1.	NP Kozara	RS	II	3.907,54
2.	NP Sutjeska	RS	II	16.052,34
3.	NP Una	FBiH	II	19.800,00 + 14970,21
4.	NP Drina	RS	II	6315,32
<b>Monument of Nature</b>				
1.	MN Pećina Orlovača	RS	III	27,01
2.	MN Pećina Ljubačevo	RS	III	45,45
3.	MN Žuta bukva	RS	III	0,50
4.	MN Pećina Rastuša	RS	III	11,39
5.	MN Prokoško jezero	FBiH	III	2.119,00
6.	MN Skakavac	FBiH	III	1.430,70
7.	MN Tajan	FBiH	III	3.591,98
8.	MN Vrelo Bosne	FBiH	III	603,00
9.	MN Jama Ledana	RS	III	28,26
10.	MN Vaganska pećina	RS	III	12,00
11.	MN Pećina Đatlo	RS	III	43,42
12.	MN Pavlova pećina	RS	III	13,40
13.	MN Girska pećina	RS	III	25,37
14.	MN Pećina pod lipom	RS	III	6,10
15.	MN Pećina Ledenjača	RS	III	7,40
16.	MN Velika pećina	RS	III	820,92
<b>Nature Park - Protected landscape</b>				
1.	NP Blidinje	FBiH	V	35.800,00
2.	NP Hutovo blato	FBiH	V	11.093,98
3.	NP Konjuh	FBiH	V	8.016,61
4.	NP Bijambare	FBiH	V	367,36
5.	NP Trebević	FBiH	V	400,20
<b>Resource Management Area</b>				
1.	RMA Univerzitetski grad	RS	VI	27,38
2.	RMA Slatina	RS	VI	35,73
Total protected areas at the RS level				29.364,32
Total protected areas at the FBiH level				98.193,04
<b>Total protected areas at the level of Bosnia and Herzegovina</b>				<b>127.557,4</b>

In addition to previously mentioned concept of protection, three Ramsar areas have been established in Bosnia and Herzegovina: Hutovo blato, Bardača and Livanjsko polje with total area of 0,6 km<sup>2</sup>. In accordance with the European Directive for the Establishment of the European Ecological Network, the process of establishing NATURA 2000 has been initiated in Bosnia and Herzegovina, where all the most significant natural habitats have been identified, listed and mapped.



*Figure 1. Protected natural areas of Bosnia and Herzegovina*  
*Source: Authors*

## **CAUSES AND CONSEQUENCES OF INADEQUATE ZONING IN PROTECTED NATURAL AREAS IN BOSNIA AND HERZEGOVINA**

There is still no defined strategy for the establishment and management of protected natural areas at the state level in Bosnia and Herzegovina. Considering recent political and administrative arrangements in Bosnia and Herzegovina, spatial planning, planning documents and environmental management have been reduced to the entity, cantonal and municipal levels. Spatial planning (separation of protection zones) and environmental management is regulated by laws, as well as a number of regulations at the level of the Federation of Bosnia and Herzegovina, the Republika Srpska and the District of Brčko. Jurisdiction is transferred from the entity to the cantonal and municipal levels in the Federation of Bosnia and Herzegovina and at the municipal level in the Republic of Srpska. In the complex management structure, each of the cantons has competent ministries and their respective laws on spatial planning and environmental protection, and for each municipality there are specific decisions on spatial planning and protection of the environment.

Municipalities in both entities usually perform their responsibilities over environmental protection through various departments within municipalities such as utilities, spatial planning, urban planning, development, inspections, etc. The first set of legal documents in the field of environmental protection were adopted at the entity level in 2003. There are a large number of laws and by-laws on environmental management at the state, entity and cantonal levels. However, the existing legislation is often not harmonized vertically (there are many gaps between laws at the state, entity and cantonal level), and even less horizontally (the environmental legislation differs at the entity level), which contributes to many disadvantages to sustainable environmental management.

The largest number of protected nature areas in Bosnia and Herzegovina have been established on the basis of the categorization of the International Union for Nature Conservation (IUCN), whose principles are based on entity laws. Currently, the zoning of protected natural areas is inadequate and is mainly established in order to exploit natural resources, but not by law.

In all protected areas in Bosnia and Herzegovina, only three management zones are separated: nucleus zone or zone of protection of the basic phenomenon, active protection zone and zone of use.

The separation of the strict protection zone aims to preserve the fundamental phenomena of such areas. Activities that can be performed in the zone of strict protection are scientific research, monitoring of the protection, and interventions in extraordinary circumstances. The zone of active protection includes areas of great

value for which the conservation is permitted to carry out activities of maintenance, revitalization or creation of natural values important for nature conservation. The allowed activities are focused on area surveillance, scientific research, habitat monitoring, and restricted and tracked access to visitors on restricted and marked tourist routes.

The use area includes areas of lower preservation value or areas where a certain degree of use is traditionally present and is mainly managed for some other purposes significant for the development and functions of a protected natural area. In this zone there are settlements, areas of traditional agriculture, infrastructure corridors and areas for recreation and tourism.

As a confirmation that the performed zoning of protected natural areas is inadequate and is mainly established in order to exploit natural resources, it indicates that the zones of use or the third zone of protection, in which traditional economic activities are permitted, the construction of residential and tourist infrastructure, occupy significant areas in the Parks.

Thus, a case study found that 69.4% of the total area of NP Sutjeska belongs to III protection zone or zone of use. The Law on the Protected Area and Spatial Plan have enabled the exploitation and usurping of natural assets on the significant surface of the protected area, which according to the laws of circulation of matter and energy are transferred to the rest of the National Park, and also within the framework of the nuclear zone.

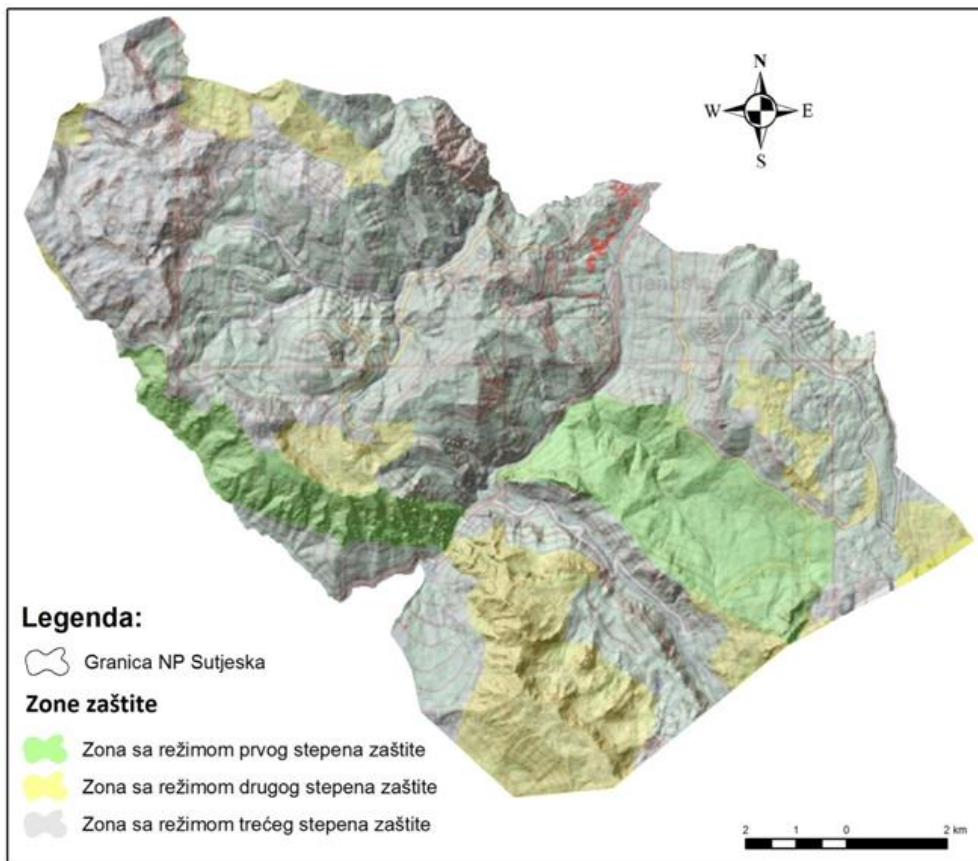


Figure 2. NP Sutjeska - selected zone of protection  
 Source: Hrelja, E., 2017.

As a result of inadequate zoning of protected natural areas in Bosnia and Herzegovina, there is a significant number of settlements with permanent population, which through the function of work (agriculture, forestry, extractive industry) and housing (construction of residential and auxiliary facilities or infrastructure) is inevitably reflected in the environment. The survey found that in the area of national parks and nature parks in Bosnia and Herzegovina, according to the last census in 2013, there were 35 permanent settlements with 7,789 inhabitants. In addition to direct and indirect - more or less seasonal impact of tourism, the space and environment of the parks is, to a considerable extent, burdened with the existential functions of their permanent population.

Functional diversification of protected natural areas (function of free time) is the results of inadequate zoning. Considering this, significant area of space is spent on construction of cottages and accompanying infrastructure, and the construction of recreational and other tourist facilities.

Also, in such areas, significant consumption and illegal use of natural goods is reflected through: collection and harvesting of plants, hunting and collected land animals, non-selective felling of forests, exploitation of mineral resources.

## **CONCLUSION**

Based on the conducted research, it can be concluded that the development of protected natural areas, based on inadequately separated zones, is unsustainable. It results in the expansion of areas for economic activities and building valuation, at the expense of protecting the underlying natural phenomena in protected areas.

Zoning in protected areas in Bosnia and Herzegovina is inadequate and has been done on the basis of earlier use of space without adequate analysis of environmental, social and economic indicators. Also, zoning was carried out only within protected natural areas, without using spatially oriented zoning models to a wider area of influence, or without integrating protected areas with the environment.

The analysis shows significant differences on the level of vulnerability of ecosystems in protected natural areas of Bosnia and Herzegovina. They are function of differences in accommodation and geographical position, especially traffic availability and the vicinity of urban agglomerations as emitting centers of some national parks and nature parks, but also their recent political and territorial affiliation.

Therefore, in order to improve the concept of protection it is necessary to establish the management and zoning of protected natural areas in accordance with the principles of the International Union for Nature Conservation (IUCN), which would include the cooperation of all (interestingly different) stakeholders in the evaluation of the area.

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# ANALYSIS OF CONTEMPORARY TRENDS OF TOURIST MOVEMENTS IN SARAJEVO CANTON – CASE STUDY OF TOURISTS FROM ARAB COUNTRIES

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**Boris Avdić<sup>3</sup>**  
**Edin Hrelja<sup>4</sup>**

**Abstract:** Sarajevo Canton is by far the most visited tourism region in Bosnia and Herzegovina, considering that it has a share of over one third of all registered tourists in Bosnia and Herzegovina. Sarajevo is a leader also in the context of percentage of foreign tourists (over 85%). In the paper, certain elements of contemporary tourism movement are taken for analysis from the aspect of quantitative indicators, by method of dynamic temporal comparison. Special focus was put on tourists from Arab countries. For the purpose of getting valid indicators of tourist movement trends, authors applied the analytical approach based on monthly quantitative data. Paper's objective is to point out temporal dimension of these elements within the taken period, through analysis of monthly values of number of tourists and nights during the five-year tracking of specific trends, as well as to determine annual tourist distribution. Besides comparison of monthly and annual data about tourist movement, the paper is peculiarly oriented toward recognition of trend related to tourists from Arab countries.

**Key words:** tourism, Sarajevo Canton, tourist movement, tourism trends, Arab tourists.

## INTRODUCTION

Tourism trends are monitored by analyzing numerical data on the movement of tourists in some area. In this sense, one can single out a series of indicators - general, specific, temporal and structural, indicating the existing tendencies that are most often correlated with some factors of social as well as natural character. Precise establishment of these causal relationships represents the main area of activity of

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geographers in the field of tourism. They can thus recognize the potentials and disadvantages of a particular region in terms of tourism development, and accordingly make a significant contribution to the creation of a proper development policy or a set of necessary measures to improve the conditions of the tourism industry.

In the case of the Sarajevo region, such data is collected at the level of Sarajevo Canton, and over the past few years with explosive growth in tourist inflows, greater attention has been devoted to this segment. This paper uses data on the total number of tourists, structures (domestic and foreign), length of stay, as well as the countries from which they come, with a particular emphasis to those from Arab countries.

According to the Bosnian and Herzegovinian Agency for Statistics in 2017, the gross value added from tourism was 6.32 % of the gross domestic product of Bosnia and Herzegovina, which, expressed in total value, amounted to 1.857 billion KM gross profit from tourism to the whole country or, in euros, something more than 900 million solid European currencies.

Problems are diverse, but the most important are: lack of adequate tracking and recording of tourist arrivals and nights, gray economy, imbalance between accommodation capacities and number of tourists, etc. (Nurković et al., 2006)



**Fig. 11.** Administrative units of Sarajevo Canton  
Source: Mirić et al., 2018

Sarajevo Canton is one of the 17 tourist regions in Bosnia and Herzegovina (Mirić et al., 2017). This form of tourism regionalization was carried out on the basis of the administrative structure of the national territory, as well as planning documents. Sarajevo Canton is located in the central part of Bosnia and Herzegovina, with a total of 1277 km<sup>2</sup> and has about 414,000 inhabitants according to the latest census of 2013. It represents the most populated part of the country, and among other cantons in the Federation of Bosnia and Herzegovina, it is the most populated Canton (after the Tuzla Canton). Sarajevo Canton is territorially divided into nine municipalities, of which four (Stari Grad, Centar, Novo Sarajevo, and Novi Grad) make the City of Sarajevo, capital of Bosnia and Herzegovina. The municipalities of Ilidža and Vogošća have a suburban character, while Hadžići, Ilijaš and Trnovo have quite a small urban nucleus, dominated by rural and natural landscapes (Hrelja, 2012).

### **TOURIST MOVEMENTS IN SARAJEVO CANTON**

Affirmation and promotion of tourist motives has led to the rapid and continuous growth of the tourism industry in Sarajevo after the war. Available statistics show that in the period between 2002 and 2017 the number of registered tourists increased six times (from 80.271 to 482.494). The figure of 100,000 tourists for the first time after the war was recorded in 2004, 200 000 was achieved in 2010, 300,000 in 2013 and 2016 was the first in which the total number of tourists in Canton Sarajevo exceeded 400,000 (Mirić et al., 2018). In the analysis of this general trend of growth is evident the slowdown of this pace in the time of the global economic crisis at the end of the first decade of this century. In addition, the decline in tourist traffic in the reporting period was recorded only twice - in 2003 and 2014 as a result of deterioration of the security situation (in the first case at the global, and in the other at the local level). It is interesting that throughout the observed period, the number of domestic tourists stagnates or slightly increases, while international tourist traffic has achieved exceptionally rapid progress.

Canton Sarajevo is by far the most visited tourist destination in Bosnia and Herzegovina, since it accounts for more than one third (35.56% in 2016) of all registered tourists in our country in the current period. Sarajevo is also a leader in the share of foreign tourists in the total number (over 85% in 2016).

Sarajevo Canton makes over one third of tourist nights in Bosnia and Herzegovina (36.3% in 2017), approaching the values that almost half of the total number of foreign tourist nights is realized in Sarajevo (45.2%). Also, Canton Sarajevo has better value for average tourist retention - 2.65 days compared to Bosnia and Herzegovina (2.01 days).

Most tourists in Sarajevo have traditionally consisted of visitors from neighboring countries, but the situation in recent years has significantly changed. Although tourists from Serbia, Croatia and Slovenia are important clients, meanwhile, the rapid influx of visitors from other parts of Europe and the world has led to major changes in the direction of tourism industry development in the capital of Bosnia and Herzegovina.

## **STRUCTURE OF TOURIST FROM ARAB COUNTRIES IN SARAJEVO CANTON**

Not so long ago non-European tourists were rare in Sarajevo, and today they have a significant share of 29.5% in the overall structure of foreign visitors to Sarajevo. In particular, the trend in the number of tourists from the Arab states (Kuwait, United Arab Emirates, Saudi Arabia, Qatar, Oman, etc.) has increased dramatically over the last few years. According to the annual average for the period 2013-2017, tourists from Turkey represent the largest group among all foreign tourists. Since 2013, around 48,000 Turkish tourists visit Sarajevo annually. Among the other countries contributing to the Sarajevo region, on average with more than 10 thousand tourists per year, include the three states of former Yugoslavia - Croatia (37 thousand), Slovenia (18 thousand) and Serbia (13 thousand). The only remaining European country whose tourists are registered in an average of more than 10,000 is Germany (11.000). According to published data, tourists from Arab countries mainly come from the Persian Gulf countries and Egypt. Trend is extremely pronounced since the end of 2013, and until then, only the Saudi Arabia had a significant share in the total number of tourists in Bosnia and Herzegovina.

**Tab. 1.** Arab tourists in Sarajevo by country (2013-2017)

<b>Country</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Bahrain	n/a	n/a	n/a	5680	5442
Qatar	n/a	n/a	n/a	3105	1801
Kuwait	6602	6447	8967	11609	8498
Oman	n/a	n/a	n/a	n/a	9689
Saudi Arabia	2130	3026	6143	11565	15450
UAE	n/a	n/a	n/a	27060	25847

Source: <http://zis.ks.gov.ba> (9th September 2017)

In 2017, every sixth foreign tourist came from Arab countries. A quarter of foreign tourists accounted for Arab visitors. The average number of days of their stay was 3.3 days. Increasing the ratio of the number of Arab tourists in foreign visitors for the period 2004-2017 amounts to 9.8 times. Number of nights for the period 2004-2017 has increased 65 times, and the number of arrivals 57 time. Tourists from the

Arab countries are particularly important to increase the statistical indicators of the number of overnight stays, as their average stay is much longer than of visitors from any other region. A large number of overnight stays are recorded by tourists from the UAE (about 86.000 in 2016 and 2017).

**Tab. 2.** Number of nights taken by Arab tourists in Sarajevo by country (2013-2017)

Country	2013	2014	2015	2016	2017
Bahrain	n/a	n/a	n/a	18498	18034
Qatar	n/a	n/a	n/a	12024	6553
Kuwait	30299	25694	32770	44631	34809
Oman	n/a	n/a	n/a	n/a	27622
Saudi Arabia	7052	8330	16510	32838	46087
UAE	n/a	n/a	n/a	86658	86119

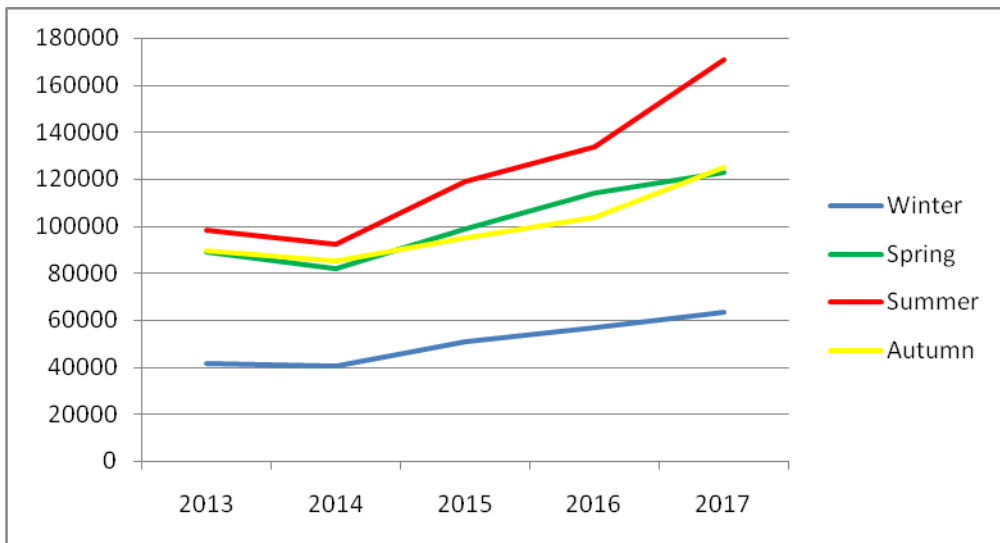
Source: <http://zis.ks.gov.ba> (9th September 2017)

The last three years (from 2015 to 2017. Year) marked the process of "discovery of Sarajevo" by tourists from Arab countries. In terms of seasonality, trends are approximately the same as for general visits of all foreign tourists with fewer deviations. In the period January-March has been recorded a trend of increase in the share, especially in the number of overnight stays. The largest share in this period was realized by tourists from the UAE (record 15.6% of all foreign tourists' nights in March 2017) and Saudi Arabia. In 2017, a significant share of tourists from Bahrain was recorded, whose number has grown rapidly over the past three years.

## SEASONAL DISTRIBUTION OF ARAB TOURISTS

In order to fully elucidate the motivation of Arab tourists to come to Sarajevo, it is necessary to analyze their seasonal distribution. As expected, the largest number of tourists from these countries come during the summer months (June, July and August), with their concentration increasing in the early and late summer, while in the hottest month of July, is somewhat less. It should be noted that the movement of tourists in this period is affected by the holy month of Ramadan. According to data from 2017, over 170 thousand tourists from Asian countries visited Sarajevo during the mentioned three months of which vast majority were tourists from Arab countries, more precisely, the Gulf States. Just five years earlier this number was much smaller - under 100,000. Data on transitional annuals (spring and autumn) also point to a significant trend in tourist growth, but still to a lesser extent than it is with summer. According to the latest figures, the number of visitors from Asian countries during spring and autumn months has in both cases exceeded 120,000. The least number of tourists from Arab and other Asian countries are expected to arrive in the winter period, however, the trend of growth is also evident during these months. In

recent years, in December, January and February, about 60,000 Asian tourists arrive to Sarajevo.



**Fig. 2.** Seasonal trends in number of tourists from Asia (2013-2017)

Source: <http://zis.ks.gov.ba> (9th September 2017)

It is especially pronounced growth trend of arrivals and overnight stays in January and February for tourists from the Asian region in which Arab visitors contribute with 85%, if we are talking about a longer period of time, for example, since 2002, when a more serious tracking of tourist arrivals statistics in Sarajevo started. Exponential growth and the trend of exceptionally large changes in the total number of tourists are noticed, with the notion that Egypt is not included in these trends.

Such a trend continues through the period April-June, with the month of June being relatively poorly visited, which is not in line with the assumption that the number of tourists is increasing with the approach of the summer season, but only if we do not take into account the fact that in the past few years, the Islamic month of Ramadan was mostly during the Gregorian month of June. UAE, Saudi Arabia and Kuwait generate the largest share of visitors during this period. From UAE on average for 2015-2017, every tenth foreign tourist arrive in this spring period. In May 2016, every eighth foreign tourist visiting Canton Sarajevo was from the UAE or Kuwait.

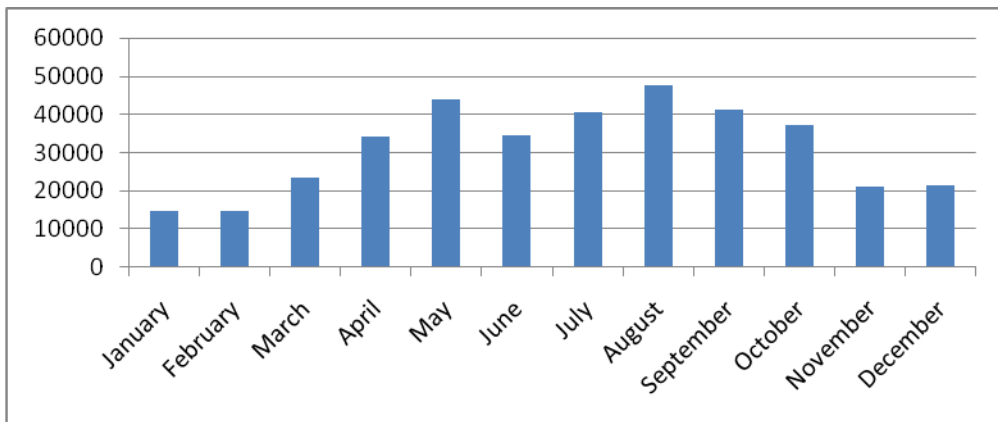
As the summer season approaches, there is the culmination of the number of tourists and nights from Arab countries. This is particularly pronounced in the months of July and August, where tourists make up almost a third of the total number of foreign tourists (2016 - 33.9%), and the number of overnight stays (due to longer

stays) reaches almost half of the total number of foreign tourist nights (48.6% in 2016, 44.2% in 2017). September is characterized by falling trend, although the shares are still relatively high (especially in the number of overnight stays - over the fifth in 2017 and one third in 2016). The largest number of tourists in this period is realized by the UAE. With over 10% arrivals and about 20% overnight stays in July of 2015, tourists from this country realized one third of all foreign tourist nights. As we approach the end of the calendar year, the number of Arab tourists, as well as the number of foreign tourists in general in Sarajevo is rapidly declining, which could be explained by the worsening of weather and environmental conditions (air pollution).

**Tab. 3.** Number of nights taken by Arab tourists in Sarajevo by country (2013-2017)

Month	2013	2014	2015	2016	2017	Average
January	11381	12582	15849	15358	18451	14724
February	13126	11597	15409	16287	16921	14668
March	22125	19100	22269	26121	27864	23496
April	28528	28644	32037	35769	45232	34042
May	38483	34095	44543	52077	49779	43795
June	32975	31440	36244	31494	40891	34609
July	27255	24284	37250	48979	65034	40560
August	37961	36483	45566	53504	65028	47708
September	35069	34592	40488	44062	52319	41306
October	34325	32433	34656	38287	47009	37342
November	19875	18088	20030	21303	25849	21029
December	16933	16383	19890	25446	28117	21354

Source: <http://zis.ks.gov.ba> (9th September 2017)



**Fig. 3.** Monthly distribution of tourists from Asia (2013-2017)

Source: Tab. 3.

## TOURIST MOTIVES FOR ARAB TOURISTS

With the abolition of visas a few years ago, the influx of tourists from Arab countries greatly increased. Unsustainable nature, vegetation, springs, waterfalls, all are the natural beauties and attractions offered by Sarajevo. Besides visits to attractive tourist destinations, such as Vrelo Bosne, Ilidža, Trebević, Bentbaša, Skakavac, Bijambare etc. Arab tourists are omnipresent in shopping malls and shops, such as BBI, SCC, Alta or Mercator, whereby they can buy items and merchandise at very affordable prices. They mostly spend their money on wardrobe and jewelry (Žunić, 2014).

Also, it is evident that business people from the Arab world, based on valid decisions, have built and plan to build a large number of tourist resorts. Legislation for the residents of most Gulf States does not allow property ownership in Bosnia and Herzegovina. The only way for them to obtain ownership right is by setting up companies that will be eligible as legal entities. This is usually done so that the property (for example, the Sarajevo Resort Osenik), is a company "an apartment complex", that is offered to guests for rental. They hire Bosnian construction companies to build, domestic workers are paid for work.



**Fig. 4.** Sarajevo Resort Osenik  
Source: sputniknews.com

A large number of tourists are organized during the month of Ramadan. Some tourists stay the whole as the catering sector has adapted to the dominant role of Arab tourists (serving no alcoholic drinks, offering halal meat products, etc.). Also, a large number of religious buildings (mosques) allow for undisturbed religious

ceremonies/rituals. The largest number of Arab tourists visit Ilidza Municipality (over two thirds), where a large number of hotel facilities have been built.

These are just some of the realized and planned projects for the construction of tourist and residential settlements and facilities in the Canton of Sarajevo and the surrounding areas where the dominant role plays capital investments from the Arab countries: Poljine Hills, City Garden, Sarajevo City Center, Sarajevo Tower, Ilidža Towers, Aljazeera Residential, Duranovići Residential, Sarajevo Ways Riverside Residencies, Buroj Ozone City, Green Residence, Green Valley, Golden Hills, Dobrinja Exclusive, Salam City, Coastal Forest, Sarajevo Sun, Sarajevo Resort Osenik, Ilidža Pearl Resort, Country Side Resort, Saray Resort, Dema Resort, Orchid Resort, Malak Resort, Jasmin Resort, Vlakovo Resort, Smrekovica Resort etc.

## **CONCLUSION**

With the rise of Sarajevo as a tourist destination of global importance, there are significant changes in the structure of tourists visiting the destination. Previously, among foreign tourists dominated the visitors from neighboring countries, however, in recent years, tourists from other continents have become increasingly important. In the last five years there has been a particular expansion of the number of tourists from Arab states, which primarily refers to those from the so-called Gulf countries. Through the analysis of available data, this paper presents a number of outstanding conclusions. Firstly, it is evident that Sarajevo is a particularly popular destination among UAE tourists, who are ahead of the number of visitors from Asia. Previously there has been a significant number of Kuwait tourists, and in recent years, there has been a sharp increase in visitors from the Saudi Arabia, Oman and some other Gulf countries. Secondly, the Arab tourists contribute to the tourism business of Sarajevo Canton even more if the number of overnight stays is taken into account, which is above average compared to tourists from all other world regions. The third feature of this group of tourists is that they visit the destination throughout the year, but that the highest numbers are still evident during the summer season. The main motives of visits to Sarajevo by Arab tourists are a unique blend of cultural and natural heritage in this area, more affordable prices compared to other parts of Europe, as well as greater opportunities for practicing religious regulations. Based on the above, it is easy to make a general conclusion that the Arab market has become an important segment of tourism development in Bosnia and Herzegovina, especially Sarajevo, provided that there are numerous challenges for the continuation of positive trends that have been initiated.



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